



Rock legend Neil Young previews a Java-based interactive CD of photos, music and video of his career during Sun's JavaOne 2008 in San Francisco.

# Rock till you drop: Sun retunes JavaOne for FX

**BY ROBERT MULLINS**  
 SAN FRANCISCO — Neil Young's cameo was the highlight of JavaOne 2008 last month, even if the rock legend didn't perform. His appearance gave Sun Microsystems CEO Jonathan Schwartz the opportunity to link Sun's business strategy to what Schwartz called his favorite among the musician's 45-year career playlist: "Rockin' in the Free World."

The world will be better off if people can download, use, improve and share free software, Schwartz has long argued. Rock with Java software to share information with the world and let enterprises build whatever business model they choose around it. One imagines that this view also includes buying support

from Sun, as well as the server and storage hardware on which to run all of it.

"This is all going to be free. Freely available, philosophically free. Why? So it can travel wherever the market wants it to go," Schwartz said, just before introducing Young as "truly a leader of the free world," onstage at the Moscone Convention Center in San Francisco.

Instead of playing "Comes A Time" or "Long May You Run," Young showed off the soon-to-be-released Blu-ray DVD of his career, calling it "a chronological trip through my musical experience." The interactive collection of music, TV appearances, photos and other videos is powered by Java technology.

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**COMPLETE  
 CONFERENCE  
 COVERAGE  
 PAGE 5**

# HP has IBM-envy, makes play for EDS

## US\$13.9B deal to double services revenue

**BY P.J. CONNOLLY**

Ending an elusive quest to expand its services business, Hewlett-Packard will acquire EDS in a megadeal that could double HP's services revenue.

The HP-EDS definitive agreement would vault HP into second place in the IT services market, putting the company in closer competition with leader IBM.

The definitive agreement, subject to shareholder and regu-

latory approvals, calls for HP to acquire EDS for US\$25 a share, or \$13.9 billion. Both companies' boards have unanimously approved the deal.

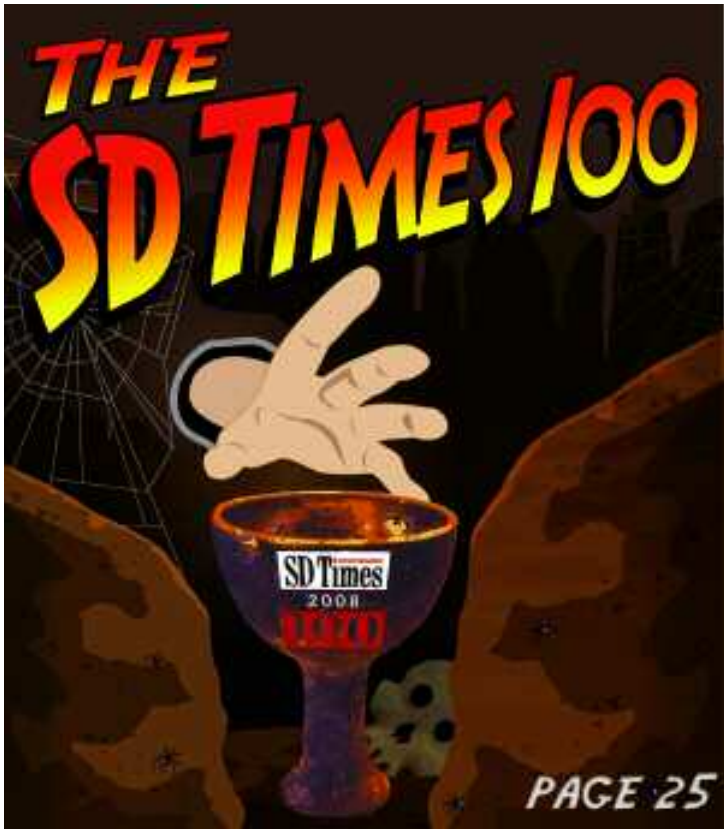
The consulting giant would maintain its headquarters in Plano, Texas, and the company's chairman, president and CEO, Ron Rittenmeyer, will remain at the head of what will become an HP business group. Rittenmeyer will also join HP's executive

council, reporting to chairman and CEO Mark Hurd.

For Electronic Data Systems, founded by Ross Perot in 1962, the HP deal would not mark the first time the company has been acquired. EDS proved famously indigestible for General Motors, which acquired the company in 1984, then spun it off again as an independent unit in 1996.

In recent years, EDS has

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# HERE COME THE VISUAL STUDIO, .NET SP BETAS

**BY DAVID WORTHINGTON**

Microsoft has released public betas of service packs for Visual Studio 2008 and the .NET Framework 3.5. The packages introduce bug fixes and new functionality, including the Astoria data service for Web applications.

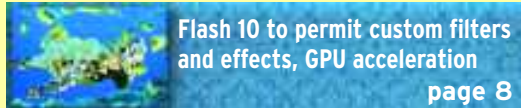
The betas are generally available on the MSDN Web site. Scott Guthrie, a corporate vice president in Microsoft's .NET Developer Division, detailed the changes in his blog (weblogs.asp.net/scottgu) and said the service packs will ship this summer.

Developers should be forewarned—these are beta-quality products. Microsoft notes that

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# SOA Software buys LogicLibrary

## Aims to produce an integrated life-cycle management offering

BY DAVID WORTHINGTON

Consolidation continues to shift the competitive dynamics of the SOA infrastructure market. A maker of SOA governance automation software has absorbed a SOA repository and governance company, in hopes of producing an integrated life-cycle management solution.

SOA Software last month announced its acquisition of LogicLibrary. The deal pairs SOA Software's policy life-cycle governance and operational governance products with LogicLibrary's SOA asset life-cycle management, development governance and SOA repository, and IDE and software configuration management integration tools.

"We have been working on integration [with SOA software] for the last six months, and [we] have a consistent end-to-end metadata model," said Alan Himler, CEO and chairman of LogicLibrary.

Their products are quite complementary and without a

DEALS DOT SOA LANDSCAPE			
ANNOUNCED	ACQUIRER	TARGET	VALUE
Jan. 2006	Mercury Interactive	Systinet	\$105M
Jan. 2006	Progress Software	Actional	\$32M
May 2006	SOA Software	Blue Titan Software	Not disclosed
Aug. 2006	BEA Systems	Flashline	\$43.3M
Sept. 2006	webMethods	Infravio	\$38M
April 2007	Software AG	webMethods	\$546M
May 2008	SOA Software	LogicLibrary	Not disclosed

Source: The 451 Group

lot of overlap, commented Burton Group analyst Anne Thomas Manes in an e-mail. "The only other vendor that currently exceeds this solution in terms of comprehensiveness is [Hewlett-Packard], which also has portfolio management, although HP's support for policy management is currently fairly limited," she wrote.

SOA Software is mainly a runtime governance player, whereas LogicLibrary is a development-time governance player, noted The 451 Group analyst Dennis Callaghan, also

by e-mail. He noted that LogicLibrary's Logidex development repository product is a better and more established product than SOA Software's Workbench policy management solution, which gives the company more credibility in the development stage of the service life cycle.

"It's safe to assume that Logidex will supplant the Workbench repository in SOA Software's offerings," he added. "The strongest piece of Workbench was the policy management application, and that's real-

ly all that will remain from it when the dust settles. In fact, SOA Software's renaming Workbench as 'Policy Manager.'"

Himler said that SOA Software is planning an integrated suite for SOA management that will work with and even complement third-party solutions but would not say when that would ship. The company will also cross-sell and up-sell products to existing customers of LogicLibrary.

"As for interoperability with third-party offerings, at the transactional layer (messaging/ESB systems), SOA Software has to integrate with other vendors, [since] they don't have that technology. At the management layer, they've had to support other development time products in the past. I would expect that to continue," Callaghan observed in his e-mail.

He added that LogicLibrary was "pretty open" in its dealings with third parties, and he does not expect that to change.

Aside from the technical

challenges posed by unifying the companies' respective solutions, Burton Group's Manes believes that the bigger challenge facing SOA Software is to gain traction in a competitive market that is filled with formidable competitors, including HP, IBM, Oracle/BEA, Progress Software, SAP, Software AG and Tibco.

"To date, SOA Software has not established a strong brand, unlike its comparably sized competitor, AmberPoint," she explained in her note. "SOA Software will have to spend a lot on marketing to get noticed. Playing well with others (i.e., interoperability and partnerships) is a key to SOA Software's survival."

Callaghan predicts that there will be a new round of consolidation in the market, citing economic uncertainty and the steady maturation of SOA deployments. Companies like AmberPoint, Forum Systems, Layer 7, Managed Methods and WebLayers are the most likely targets, he said. ■

# Source code rolls for Silverlight for Linux

BY DAVID WORTHINGTON

Developers can now take a dance in Moonlight. The Mono team has publicly distributed the source code for Moonlight, an open-source implementation of Silverlight for Linux.

The code is not final; it is still a test build internally designated 0.6 and supports only the Silverlight 1.0 profile, said Miguel de Icaza, vice president of developer platforms for Novell and leader of the Mono project.

The biggest omission in the code, released May 13, is that it does not yet support Microsoft media codecs. When asked why, de Icaza quipped, "The lawyers are finalizing the paperwork."

Until that happens, developers may work around it by compiling FFmpeg codecs themselves. FFmpeg is an open-source tool for audio and video conversion.

"We should have [disclosed the source code] all along," said de Icaza. He cited U.S. government controls on the export of encryption technology as the reason for the delay.

The Mono team bypassed the regulations by tweaking the code structure. "We extracted the code that didn't need to be next to crypto code and put it in a different place," explained de Icaza.

Moonlight 1.0 is slated to go gold around August, he noted, when Microsoft is expected to release Silverlight 2.

Silverlight 2 incorporates a subset of the Common Language Runtime called CoreCLR. The initial release will provide cross-domain network

access, a UI framework based on Windows Presentation Foundation and .NET base class library functionality.

There will also be a preview build of Mono's Silverlight 2 equivalent ready to go when Microsoft ships its code, according to de Icaza. "Our code base is already between Silverlight 1.1 [an alpha that became Silverlight 2] and Silverlight 2. Microsoft has open-sourced high-level pieces of Silverlight 2, so we'll just use

what they built already."

Silverlight 2 bundles controls licensed under the Microsoft Public License (Ms-PL), the least restrictive of Microsoft's licenses and one approved by the Open Source Initiative.

"[Ms-PL] is actually a better license than MIT X11, which we use, but [the open-source community] would burn me at the stake if we switched," de Icaza remarked.

While Microsoft does not directly support Moonlight, it



Miguel de Icaza says code does not support Microsoft media codecs.

has nurtured its development by contributing technical guidance to the project, as first reported by SD Times. Novell will handle all Moonlight support requests. ■

# Fedora 9 improves USB, desktop, OpenJDK

BY ROBERT MULLINS

Just in time for another movie about the fedora-wearing Indiana Jones comes Fedora 9, the latest update of the Linux distribution.

The Fedora Project, sponsored by Red Hat, released version 9 last month, highlighting new features that include "non-destructive live USB with persistence." With it, a bootable image of a Fedora operating system can

be added to an existing USB key without the need to remove data, repartition or reformat it, then boot another machine with that system image. Using the persistence feature, users can download and store data, and remove and add software as with any normal Fedora system, Red Hat said.

New to Fedora 9 is KDE 4, the latest version of the open-source desktop environment, featuring an integrated desktop

search feature, a new visual style, and a new multimedia API and hardware integration framework.

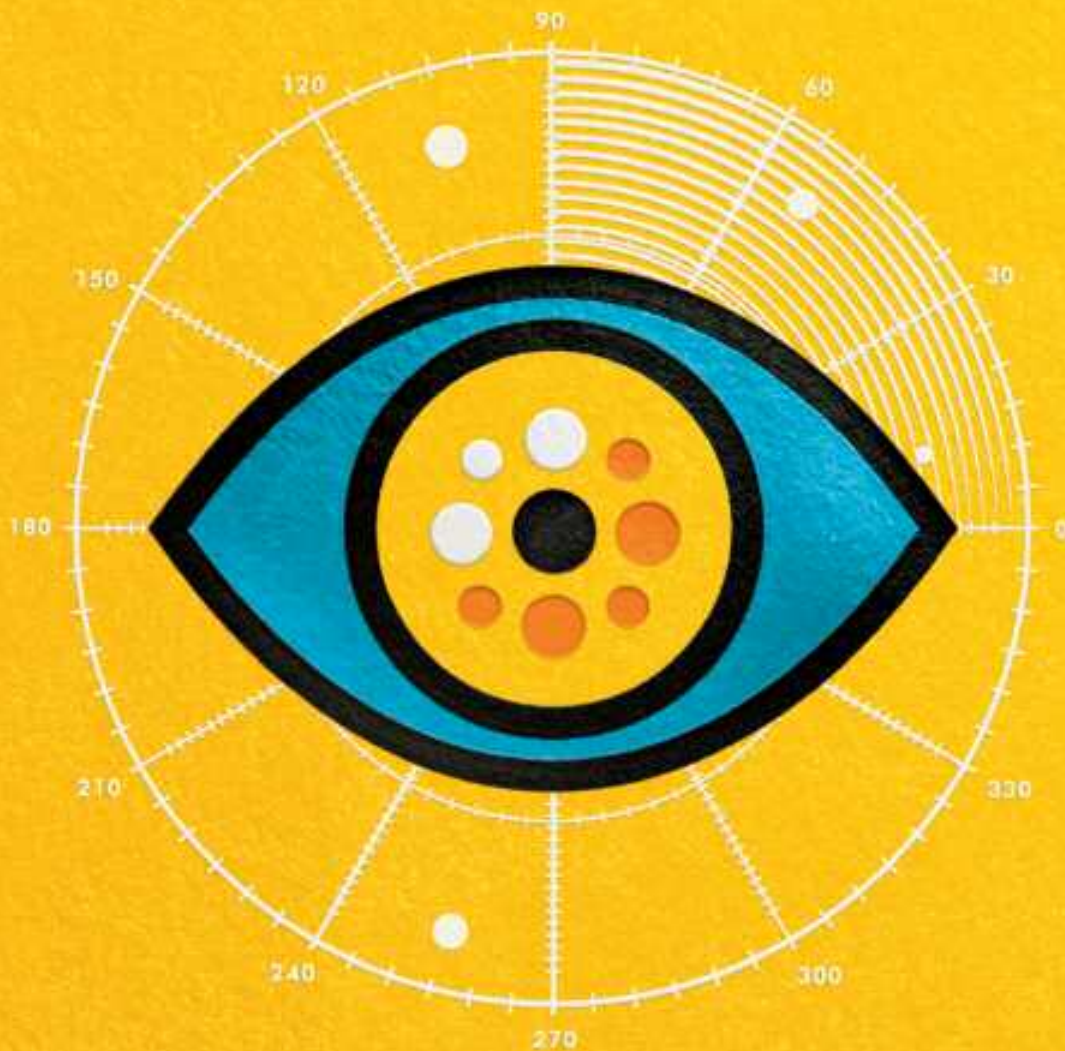
Also included in the update is OpenJDK6, an implementation of Sun Microsystems' Java SDK Standard Edition. OpenJDK6 builds on the inclusion of IcedTea, an implementation of OpenJDK released in Fedora 8.

Version 9 also improves the NetworkManager feature, adds

the GNOME 2.2 desktop environment, and works with beta release 5 of the Firefox 3 browser.

Fedora 9 replaces Fedora 8, which was released in December. As a measure of the size of the Fedora community, Red Hat said that more than 2 million IP addresses check in regularly for updates to Fedora 8 and that there have been 35 percent more downloads of Fedora 8 than its predecessor, Fedora 7. ■





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## JavaOne 2008

# JavaFX early release set for summer

Sun's RIA platform competes with Adobe's Flex and Microsoft's Silverlight

BY ROBERT MULLINS

An early release of JavaFX will become available next month, a Sun Microsystems executive said last month at the JavaOne 2008 Conference.

JavaFX, teased during last year's confab, is a collection of software development products that include the JavaFX Script dynamic language, which was designed to create rich Internet applications (RIAs) for desktop, mobile, TV and other consumer devices.

The early release is to be followed by the release of JavaFX for the desktop in the fall and JavaFX for mobile and TV applications in the spring of 2009.

Rich Green, Sun's executive vice president of software, demonstrated the capabilities of JavaFX for the nearly 15,000 JavaOne attendees, while repeating the JavaFX catchphrase, "For all the screens of your life."

One demo showed off a

Facebook widget that collected photos sent by friends of Sun's presenter from their pages on various social networking sites and then displayed them in a browser. The woman dragged the widget from the browser onto the desktop,

where it continued running, but not without a hitch. A slow network in the Moscone Convention Center apparently caused the demo to freeze up twice.

The idea behind the JavaFX platform is to give developers tools to bring all sorts of disparate resources together to create their applications and run them on end user devices.

"It's all about the developer and designer workflow. You want agility and the best tools to make all the connected environments come together," Green said.

Support for JavaFX will be included in Motorola's existing support for Java ME via the Motodev developer network,



Sun execs Jonathan Schwartz, left, and Rich Green hold court at JavaOne.

said Dino Brusco, director of developer platforms for the company's mobile devices.

"If you take MySpace, Facebook or something like that and you know that all of that is going mobile, that's really where JavaFX is focused on,"

Brusco said.

But JavaFX is expected to face competition for developing RIAs from Adobe's Flex and Microsoft's Silverlight platforms.

Exadel, a provider of RIA development tools and services, supports JavaFX in a recently

released Flamingo version 1.5, its integration library and framework for creating RIAs, said Fima Katz, Exadel's founder, president and CEO. But it remains to be seen whether its customers will move to JavaFX from Flex or Silverlight.

"Adobe is pushing Flex very hard, and it has a very big installed base. And you can look at Microsoft, with its Silverlight," Katz said. "If [our] customers would like to go with JavaFX, we will see more adoption of it. But I don't see any of my customers asking me about JavaFX . . . because it's a very new technology."

## BUT WHAT ABOUT SUPPORT?

JavaFX's success depends on how well Sun supports it, he added, citing Sun's weak support of the Swing framework for building Java GUIs as a cautionary tale. After Swing was introduced in the late 1990s, Sun's support for it waned,

continued on page 31 ►

# Sun pushes modular design in GlassFish

Version 3 of application server gets tech preview

BY ROBERT MULLINS

Sun Microsystems says it is responding to customer concerns that its development products are becoming bloated and unwieldy. The company is introducing modular components as an alternative.

Sun introduced at JavaOne 2008 a technology preview of

GlassFish v3, a new version of its application server architecture, which starts with a tiny 98KB GlassFish kernel download onto which modular components can be added.

"I don't think 'bloat' and '98K' are words you use in the same sentence," said Rich Green, Sun's executive vice

president of software, during a news conference at the event. Although he regarded the bloat problem as "overstated," Green continued, "I think we have that close to solved."

The technology preview releases of GlassFish Enterprise Server v3 and the new GlassFish Communications Server, for Ses-

sion Initiation Protocol-based VoIP and instant-messaging applications, give developers the opportunity to try their applications on the GlassFish architecture and provide feedback to the community, said Sun.

Many enterprise customers are still using proprietary or "monolithic" application servers for legacy systems, said Mark Herring, vice president of software infrastructure marketing at Sun. "But for any new development, they're going to look at more of an open-source model," he said.

The open-source GlassFish application server has been downloaded 7 million times since first introduced by Sun in 2005, and is currently downloaded at the rate of 500,000 a month, which Herring claimed is twice the adoption rate of rival application server JBoss, from Red Hat.

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# NETBEANS HOPES SUPPORT FOR PHP WILL ECLIPSE RIVAL

BY ROBERT MULLINS

NetBeans is adding support for the PHP dynamic language as it continues to build its IDE as an alternative to Eclipse for developing Java-based applications.

Sun Microsystems, which created NetBeans, announced PHP support and other NetBeans news during its CommunityOne Conference last month, before the JavaOne 2008 Conference in San Francisco.

Last month also saw the general availability of NetBeans 6.1, the latest version of the IDE, though it does not include PHP support.

Sun is offering an "early release" of NetBeans for PHP, a scripting language widely used for writing Web applications. Unlike a beta release, Sun is not simply soliciting feedback on how customers like the software, but is actually seeking suggestions for additional fea-

continued on page 30 ►

## ARCHITECTURE TAKES DEVELOPER-FRIENDLY TURN

Sun Microsystems announced a technology preview release of GlassFish Enterprise Server v3, its open-source application server platform, among other GlassFish news to come out of JavaOne 2008:

- Modularized design, so developers only need to download the components of GlassFish relevant to the type of development project they are doing.
- GlassFish Communications Server, based on Sun's Project SailFin, for Session Initiation Protocol-based communications-related applications, such as VoIP and instant messaging. The server, co-developed with Ericsson, is expected to be released during the third quarter.
- Unlimited pricing, enabling enterprises to purchase rights for use of GlassFish Enterprise Server at a flat rate based on the number of employees in their organization.
- New Sun Partner Advantage Program initiative, linking GlassFish ISVs and system integrators to the GlassFish user and developer communities.



## JavaOne 2008

# Sun retunes JavaOne conference for FX

◀ continued from page 1

But Sun is hoping to rock the free technology world in other ways. On the eve of

JavaOne 2008, at CommunityOne, the company introduced the first fully open-source version of its Solaris operating sys-

tem, handing out free startup disks to anyone who asked.

As computing technology goes increasingly mobile, Sun

plans to serve that market with JavaFX, its answer to Adobe's Flex and Microsoft's Silverlight for creating rich Internet appli-

cations that run on multiple platforms. At JavaOne, Sun demonstrated how a browser-based application for photo sharing can be peeled off a Web page, plopped onto the desktop and still run—if the network it runs across is up to snuff. The Moscone Center network apparently was not, as demos on the first morning repeatedly experienced problems that stymied a few computer cowboys.

Sun also teased version 3 of its GlassFish application server product at JavaOne, though only as a "technology preview," not as a nearly ready-for-prime-time beta release.

In addition, engineers provided a preview of Java Enterprise Edition 6, which will be an improvement over Java EE 5 by "pruning," in the words of Sun engineers, some features of the Java platform that have outlived their usefulness and merely contribute to Java's notorious "bloat."

## VIRUS AFFLICTS JAVAONE

Only love will break your heart, but a stomach bug can ruin a conference in a hurry. Nausea, fever and vomiting replaced Java bloat as the chief concern for about 70 people associated with the conference who fell ill after being infected by a norovirus strain that spread through the Moscone Center.

The San Francisco Department of Public Health warned attendees on the second-to-last day of the conference, announcing an overnight decontamination of the Moscone Center.

Given that 15,000 people attended JavaOne and only 70 people caught the bug, a Sun spokeswoman said that organizers felt "fortunate" there weren't more casualties and that the Java community can walk on. ■



OpenSolaris, anyone? Sun handed out free startup disks of the OS.

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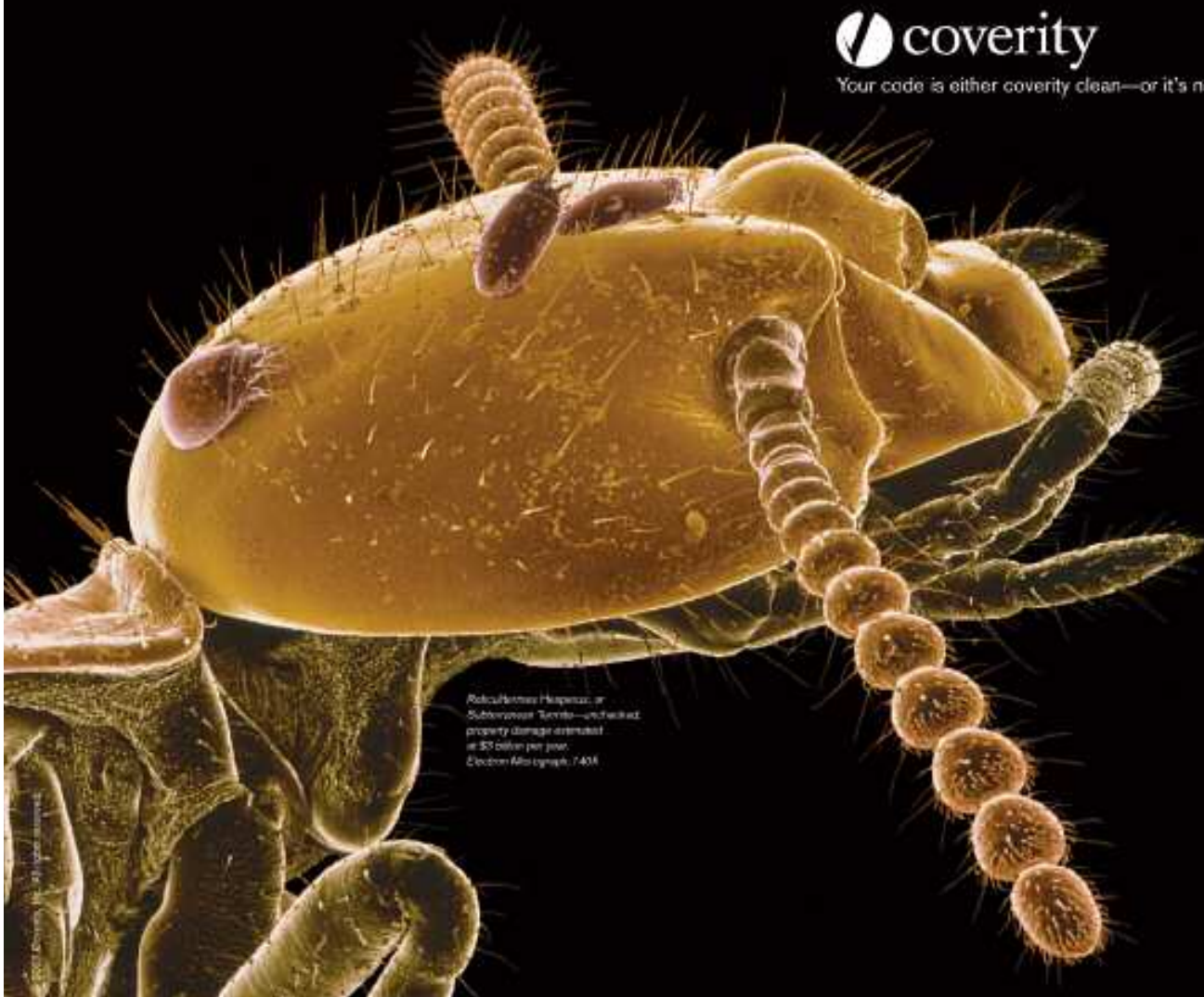
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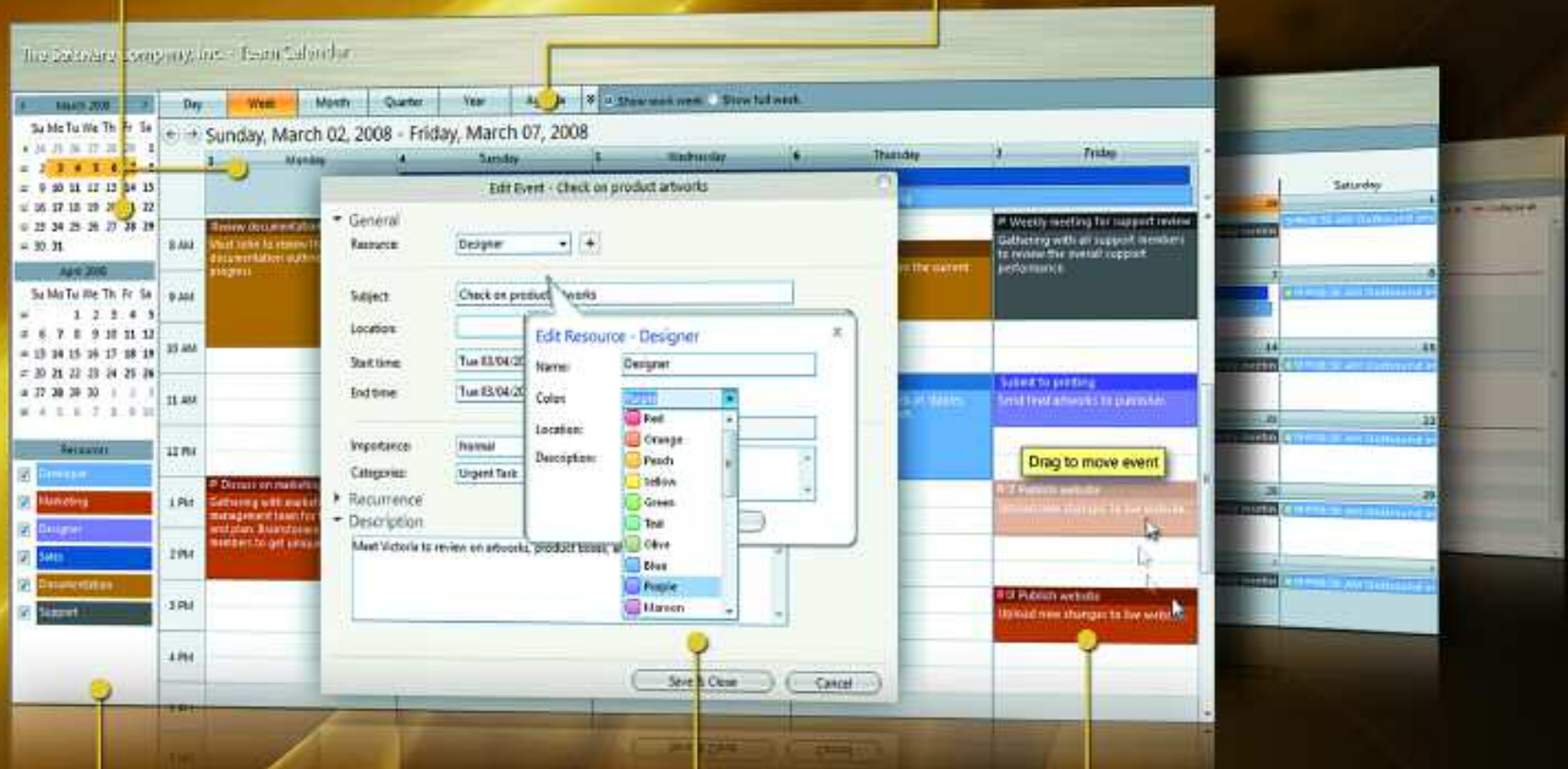


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# Next-gen Flash a boon for developers?

BY DAVID WORTHINGTON

The next version of Adobe Flash is being designed with developers in mind because it will give them more creative control over effects, filters and device font attributes, the company said.

Adobe last month uploaded a prerelease version of Flash Player 10 to its Labs Web site. The beta, code-named Astro, lets developers create custom effects and filters.

Astro has low-level APIs that

allow developers to build their own APIs in ActionScript 3.0, to extend the abilities of Flash Player, said Tom Barclay, senior product marketing manager of Adobe's Platform unit.

Developers can create effects

and filters by invoking pixel-shading functions of the Adobe Pixel Bender toolkit, formerly called Hydra. Barclay noted that Pixel Bender is the same technology behind Adobe's After Effects CS3 software.

The toolkit is available as a separate download at Adobe Labs. Barclay said that, ultimately, Adobe hopes to build a community around Pixel Bender so that developers can discover and share functions.

Flash now includes native 3D effects to animate, position and rotate 2D objects without losing interactivity, the company said. But it is not being too ambitious.

"We are not trying to replicate [Papervision3D]," said Justin Everett-Church, a senior product manager in Adobe's Platform Business Unit. "This is a simple, easy-to-use API that enables 3D for the rest of us."

Adobe is using its advanced graphics, filters, 3D effects and hardware-accelerated graphics to try to differentiate Flash from Microsoft's Silverlight, said Ray Valdes, a Gartner research director.

Silverlight 2, due out in August, contains a slimmed-down version of Microsoft's Common Language Runtime that stripped out aspects of Windows Presentation Foundation so that Silverlight would be a manageable size, said Valdes.

"In the battle of the betas, Flash 10 is distinguished by its 3D support and sophisticated graphics," he said. "Adobe is trying to get ahead of something that is not yet released. This is a leapfrog race, and I'm sure that Microsoft is taking notes."

The player is now relying on the computational horsepower of GPUs to render Flash content, which frees the CPU, allowing designers and developers to do more with 3D content and write more complex business logic, said Everett-Church.

Developers will have control over font attributes such as anti-aliasing, rotation, style and ligature support.

The text engine in Flash 10 is one of the biggest wins for developers, said Jeffrey Hammond, a senior analyst with Forrester Research. He observed that it would allow developers more freedom when creating applications that are distinctive and transcend the stereotypical "computer" look and feel.

GPU optimizations and reworked anti-aliasing support for text will help developers "push the boundaries of RIA development even further away from first-generation Web apps," he added.

Adobe said the new technologies in Flash 10 will be incorporated in the AIR runtime. ■

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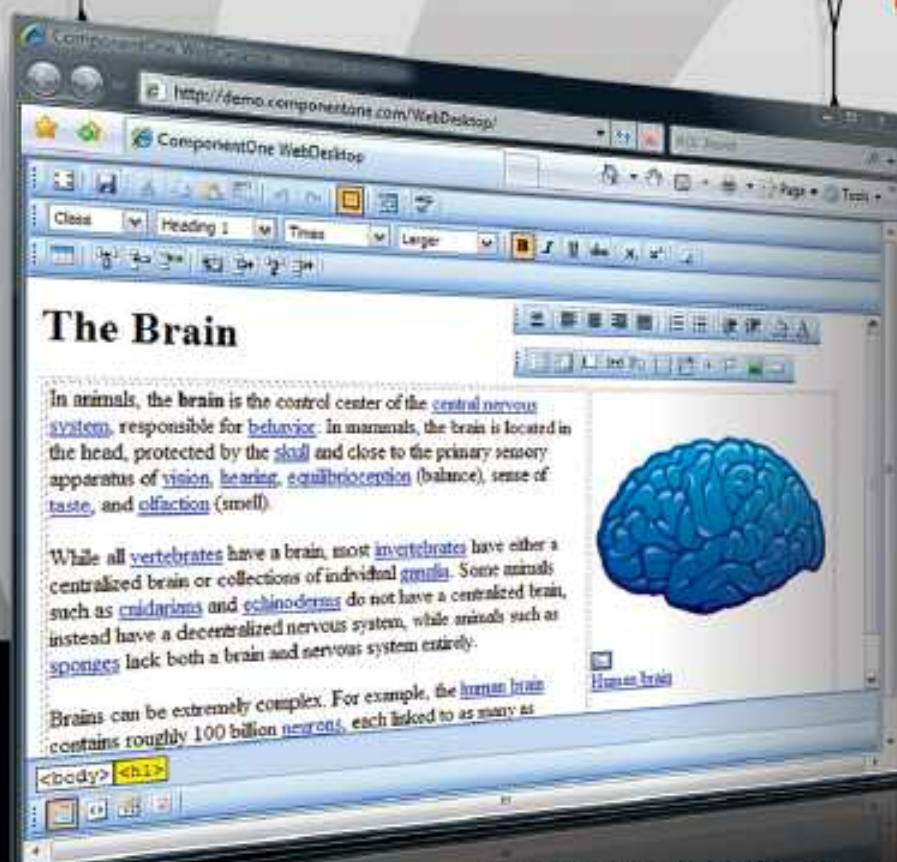
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## NEWS BRIEFS

## COMPANIES

**Visual WebGui**, a provider of AJAX and **Microsoft** Silverlight applications, has changed its name to **Gizmox** and joined the Microsoft Visual Studio Industry Partner program. The move is designed to ease deployment of DHTML applications for the Web. The name of the Visual WebGui application development platform remains unchanged . . .

**Microsoft Word** will let users create accessible documents for the blind and for those with difficulty reading, as a result of Microsoft's teaming with the **Digital Accessible Information System (Daisy)**



**Consortium.** Microsoft released the "Save As Daisy XML" translator for Word as an open-source project this month. The consortium focuses on creating digital talking books and other resources for people with reading disabilities . . .

Hardware specialist **ClearCube** has launched the independent company **VDIworks** to offer its software management platforms for creating a virtual desktop infrastructure. ClearCube said it would continue to market the VDIworks software under the Sentral VDI Management Software brand.

## NEW PRODUCTS

Developer Express released the **eXpressApp Framework**, which uses object-relational mapping to ease development of .NET business applications for ASP.NET and WinForms . . . **Kapow Technologies** released **Kapow OnDemand**, a hosted service based on the company's mashup server, touted as a fast way to deliver real-time data from the Web into Excel spreadsheets. Kapow also announced **Kapow Connector for Excel**, which the company called an improvement over cut-and-paste data collection . . . **Veracode** launched a portfolio of automated subscription-based auditing services based on its technology. **SecurityReview** covers outsourced efforts, payment cards, commercial software and internally developed code. **continued on page 12** ▶

# OpenSolaris taps Amazon cloud

## Sun's open-source operating system makes its debut

BY ROBERT MULLINS

SAN FRANCISCO — Sun Microsystems' open-source strategy took another step forward last month with the first release of the OpenSolaris operating system—the culmination of an open-source project that Sun began in 2005.

Since that time, cloud computing has emerged as a business model for hosting software applications on the Internet by accessing a provider's huge data center capacity just as one plugs into an electrical utility grid. Sun also announced that developers can run their applications on OpenSolaris via the Amazon Elastic Compute Cloud (EC2) service.

Sun announced the OpenSolaris news at its CommunityOne Developer Conference in San Francisco, which preceded JavaOne 2008.

OpenSolaris features a network-based image packaging system that lets developers test, troubleshoot and deploy their applications to run on the OS

and to download and install only the OpenSolaris components they want, rather than loading from a single, all-encompassing bundle. In addition, OpenSolaris includes the Zetabyte File System (ZFS) as the default for Solaris. The combination of those two features offers a "risk-free" computing environment, said Dan Roberts, director of Solaris and OpenSolaris marketing.

When a developer is modifying the operating system to run a new application, and he or she tries different configurations, ZFS will take snapshots so that the developer can restore his system to its original state, Roberts explained. "What that means is I essentially have a big 'undo' button that I can press at any time . . . and I can roll right back to my stable state before that. It gives developers a lot of flexibility to be able to go back to a state and continue from there."

Sun also announced that developers can host their applications on OpenSolaris on the

Amazon EC2 service, rather than incur the expense of running their own data center and only paying for as much computing capacity as they need.

"What we are trying to do is make sure the entire spectrum, from running your own data center to borrowing a few compute cycles from a company like Amazon," is available to OpenSolaris developers, said Sun vice president of global market development Juan Carlos Soto.

Sun created the OpenSolaris project three years ago to build a developer community around open-source Solaris. During that time, the company reports, more than 100,000 community members have registered on OpenSolaris.org. By giving away the OS, Sun's strategy is to promote software development, intended to spur sales of Sun technical support contracts and its servers and storage hardware, said Ian Murdock, vice president of developer and community marketing.

OpenSolaris support became available May 13. ■

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## NEWS BRIEFS

## UPDATES

◀ continued from page 10 Web services specialist Altova unveiled version 2008 release 2 of its software line. The version adds the ability to work with larger files in its **XMLSpy editor** and to create business process modeling notation diagrams in UModel. . . . **REAL Software**, creator of a cross-platform development environment for Linux, Mac OS X and Windows developers, released **REALbasic 2008**, release 2. The update offers a new class that lets developers define value pairs. Also included are remote debugging and bug-reporting features aimed at reducing developer overhead. . . . Innovative Routines International said it launched **RowGen** version 2, a tool for building test data sets to be used with all major data platforms. The tool creates test files in formats ranging from ACUCOBOL-GT Vision to XML. . . . Zmanda, a backup and recovery software company, has added continuous data protection to **Zmanda Recovery Manager for MySQL**, which the company said will let MySQL users continually track database changes. The continuous data protection can take snapshots of Linux LVM, Solaris, Veritas VxFS and Windows file systems. . . . AJAX specialist Backbase now has interoperability with Adobe AIR for its **Backbase Enterprise AJAX** rich Internet application development product. Applications built on Backbase Enterprise AJAX can run in various operating systems, and online and desktop applications can be built on a single platform, Backbase said.

## PEOPLE

IBM senior executives **Nick Donofrio** and **Bill Zeitler** are expected to retire this year, according to an IBM memo. Donofrio, IBM's executive vice president of innovation and technology, has been with the company since 1967. Zeitler, senior vice president of systems and technology, has overseen IBM's computer and microchips department, and he joined IBM in 1969. ■

## Security flaws tackled during app creation

BY ROBERT MULLINS

Software is routinely tested for reliability, performance and manageability throughout the development process, but application security, previously ignored, is finally garnering its share of the attention.

Parasoft, a 20-year-old company that has offered testing software for all those issues, introduced a product recently at JavaOne 2008 that it says integrates security reviews into the process without sacrificing productivity.

The offering, called Para-

soft Application Security Solutions, performs a daily analysis of software code as it's compiled and identifies security vulnerabilities, suggesting some ways to fix the problem.

The product can be bundled with other Parasoft tools that analyze code for performance, reliability and manageability, said Wayne Ariola, vice president of strategy at Parasoft.

Each vulnerability detected is prioritized, and a report appears within the IDE in which the developer is working, in-

cluding direct links to the problematic code and recommended fixes, Ariola said. It resolves security issues while it raises developer awareness.

"Not only are we fixing the problem, but we are also raising the security IQ of that developer," Ariola added.

Parasoft is already serving the developer market with SOA quality and application development quality tools, and bundling the company's security tool with the others would give security the status it needs in a project, Ariola said. ■

## AGITAR SOFTWARE WINDS DOWN OPERATIONS

BY DAVID WORTHINGTON

A well-known Java unit-testing tool suite maker is winding down its operations and has sent a notice of assignment to its creditors.

Agitar Software has retained the services of Sherwood Partners LLC to renegotiate Agitar's debt. Sherwood mailed a notice of assignment to creditors on April 28.

The company is recognized

for its Java unit-testing suite and AgitarOne Agitator testing technology, which automatically generates test cases and analyzes the results.

Agitar remains a registered corporation in good standing with the State of Delaware's Division of Corporations, which means that Agitar's existence has not been terminated.

The company was incorporated in August 2002 under its

former name, TestAgility Inc.

There is no record of any bankruptcy filing in U.S. Bankruptcy Court, District of Delaware, for Agitar Software or TestAgility Inc.

"There is no bankruptcy," said Sherwood spokesperson Martin Pichinson. He explained that a letter of assignment is an alternative to bankruptcy that is a "more polite" way to wind down a company. ■



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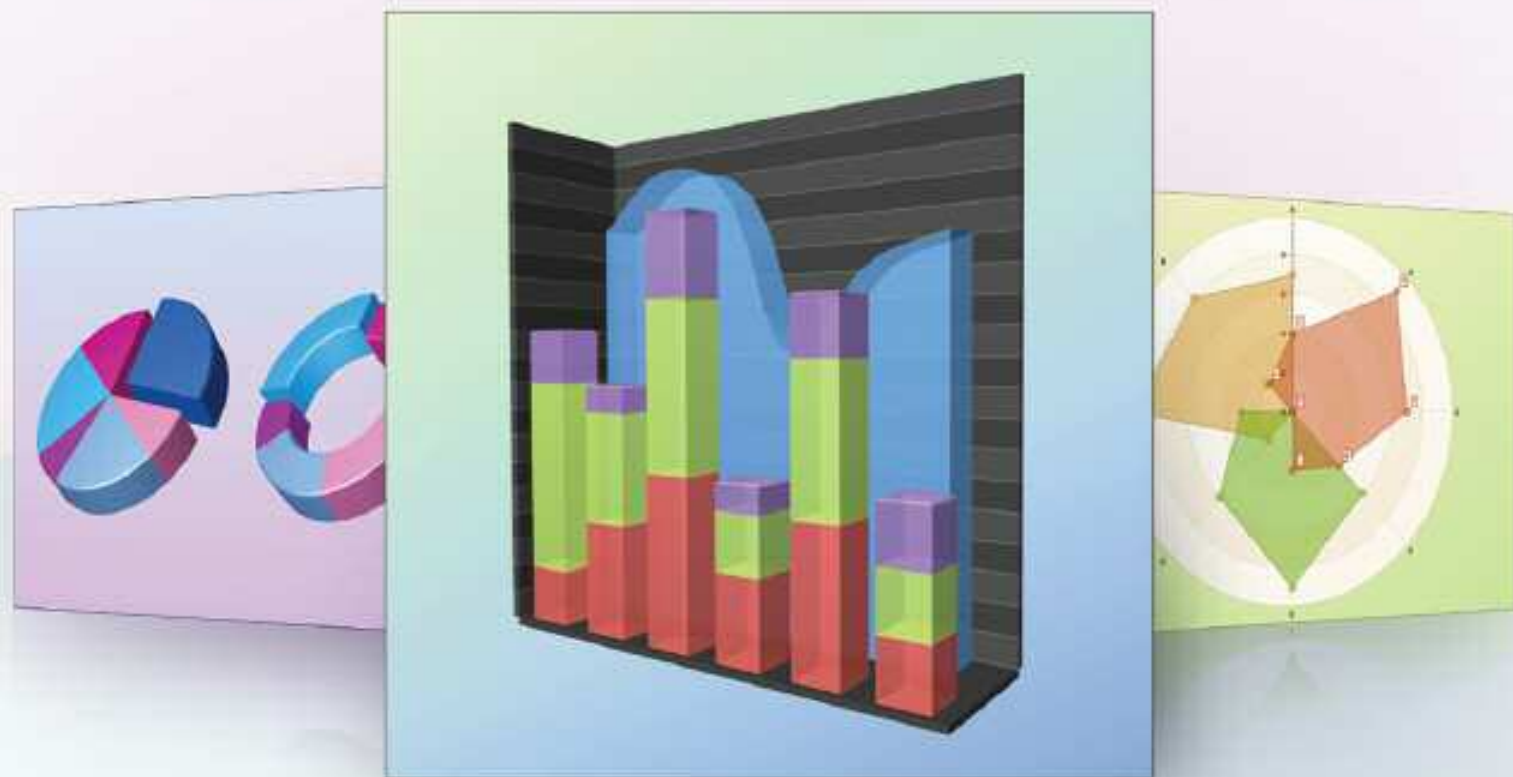
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# HP evolves SOA product lineup

BY DAVID WORTHINGTON

Citing a rise in customer demand, HP has updated its SOA management and testing products in hopes of mainstream adoption.

The company has rolled out

new versions of HP Business Availability Center for SOA, Diagnostics for SOA, SOA Policy Enforcer, and Service Test and Service Test Management.

"This changes the game for customers in understanding

that SOA is no longer an island," said Tim Hall, director of HP Software's SOA Center. "We have established best practices in the SOA quality and management areas, and now our products are evolving in those areas."

To that end, HP has added capabilities to its SOA management and quality products. On the management side, the next edition of Business Availability Center (BAC) for SOA—the company's platform for manag-

ing shared services—will arrive this month.

Some of BAC's new features are a Web service topology view of services, synthetic transaction monitoring, and the ability to track the performance of a service from the view of a particular customer, said Kelly Emo, HP's SOA product marketing manager.

HP Diagnostics for SOA is a supporting product for BAC that gathers performance metrics, events and faults from services, and the stacks on which they sit. It now has its own user interface that correlates events, said Emo.

## STRICTLY FOR GOVERNANCE

SOA Policy Enforcer is a repackaging of HP SOA Manager that has been refocused on the definition, deployment and enforcement of policy. It is now exclusively for governance and no longer provides service monitoring. Customers told HP that they preferred to use BAC for infrastructure monitoring, so HP put those facilities into BAC, Emo explained.

SOA Policy Enforcer can be used in lieu of Systinet, HP's flagship governance solution, and works with non-HP UDDI registries, Emo noted. Availability is expected this month.

QA teams can already get their hands dirty: HP's testing solutions are shipping now. HP Service Test Management 9.3 enables test teams to produce custom reports on the quality of services, by specifying which requirements are covered and which are not. The update allows change-impact testing and maps service dependencies, said Emo.

Integration with HP SOA Systinet triggers alerts and workflow activities to service owners when services are cleared for consumption.

HP Service Test is the actual testing facility and is now available as a standalone product without Service Test Management. Version 9.12 of Service Test has broadened functional test capabilities and adheres to additional Web standards, including SAML 1.2 and WS-Addressing, Emo said.

Emo added that the company has expanded test coverage for SOA-specific use cases, such as SOAP over JMS, Web service addressing and XML validation. In addition, a business process-testing capability permits customers to define orchestrations across services and test against it. ■

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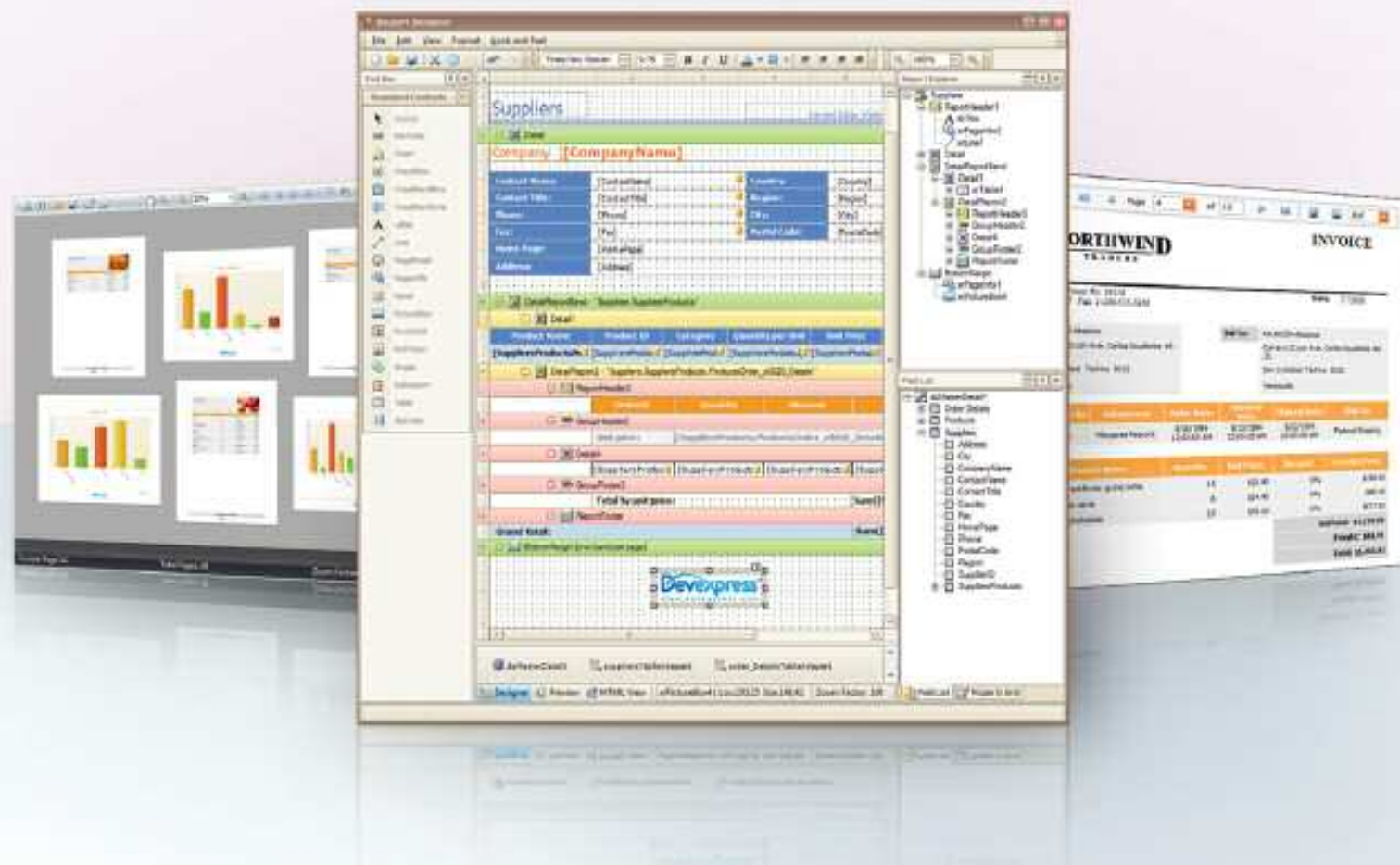
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# Add-on merges business intelligence, events monitoring

BY DAVID WORTHINGTON

A business intelligence software maker has connected reporting to real-time events monitoring, using business intelligence as a methodology to refine process control rules.

Tibco Software last month shipped Spotfire Operations Analytics, an add-on to the company's Spotfire business intelligence platform that lassos Spotfire with Tibco's complex event-processing engine.

Spotfire Operations Analytics allows operations professionals to look at a historical baseline of data for a process to establish control limits for the process, said Brad Hopper, senior director of industry solutions at Tibco.

Operational professionals can respond to changes in the performance of a process by examining root cause analysis data provided by Spotfire Operations Analytics and using its complex events engine to tweak process

rules, the company noted.

The add-on provides "six sigma process" control, said Tibco, meaning if there are six standard deviations between the mean of the process and its nearest limit, few if any items will fail to meet the specification. The statistical process control uses the classic Western Electric rules for detecting non-random conditions.

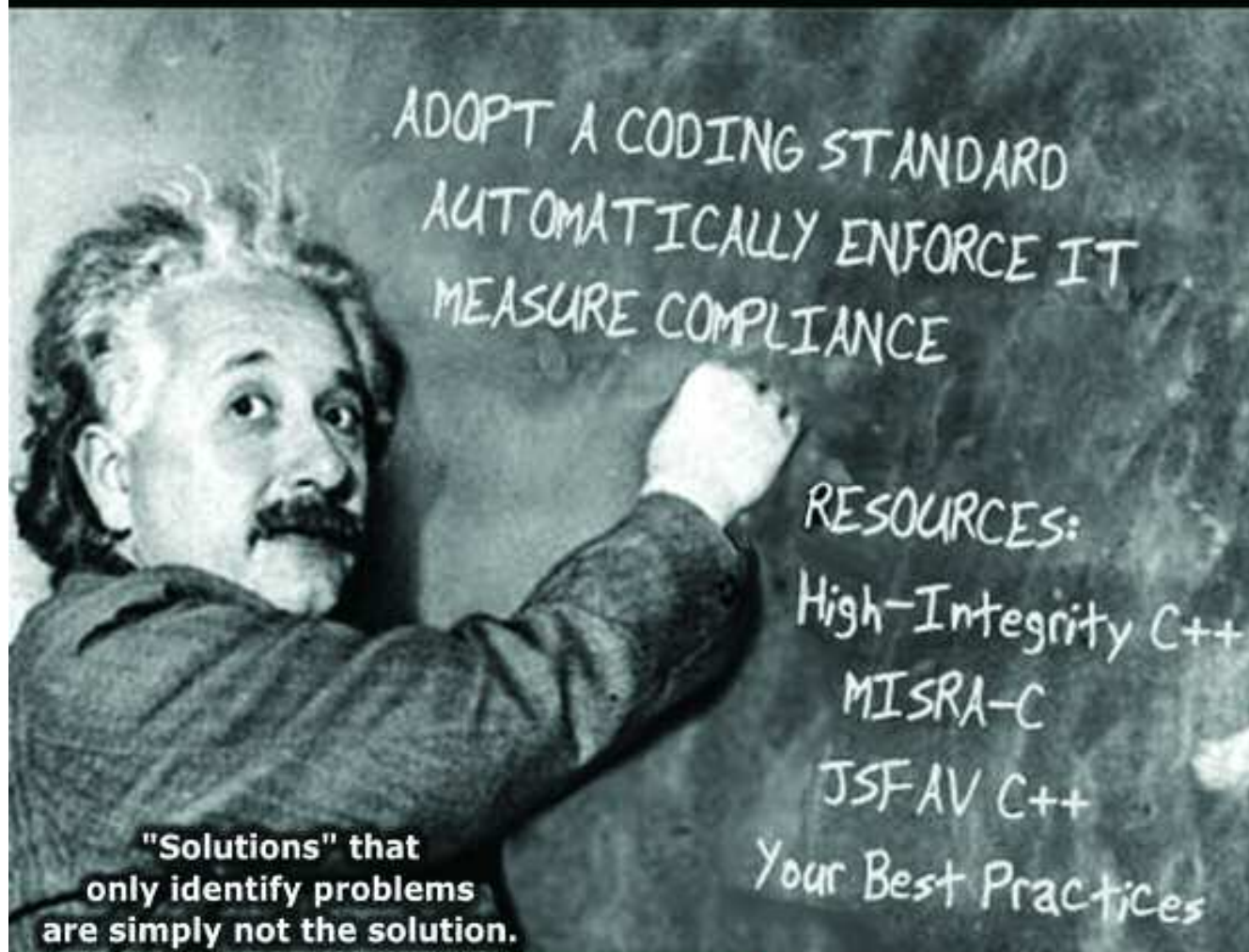
Hopper said that most users would not need to create more rules, but additional ones can be built using the event-processing engine.

Spotfire users are continually steering the ship by updating the business rules they are using to run their operation, Hopper explained. "It is a closed-loop problem-solving environment."

Applications that the company claims are suitable for Spotfire Operations Analytics are quality management, portfolio risk analysis, production monitoring and system uptime management. ■

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— Albert Einstein



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## CodeGear buyer to pay \$23 million

BY P.J. CONNOLLY

The two-year effort to find a home for CodeGear is in the homestretch with the announcement of a sale.

Embarcadero Technologies said last month it had struck a deal with Borland Software to acquire the latter's CodeGear division, for about US\$23 million. The combined companies will operate under the Embarcadero Technologies banner after the deal closes, expected in 30 to 60 days, according to Embarcadero.

CodeGear will bring the C++Builder, Delphi and JBuilder product lines and new tools for PHP and Ruby into Embarcadero's stable.

CodeGear CEO Jim Douglas said in a prepared statement that he expects the deal to give CodeGear the resources to focus aggressively on its core markets and products.

Embarcadero will acquire CodeGear's assets, except for accounts receivable, which Borland will retain; that figure is in the neighborhood of \$7 million, according to the announcement. Embarcadero is a privately held unit of investment firm Thoma Cressey Bravo. ■



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# Microsoft seeks leniency from European court

## Aims to reduce or overturn fine

BY DAVID WORTHINGTON

Microsoft has appealed the European Union's landmark US\$1.3 billion fine for the company's failure to comply with a 2004 antitrust ruling.

Microsoft is requesting that the EU's second highest court, the European Court of First Instance, overturn or reduce the fine levied earlier this year.

A spokesperson for Microsoft said that the appeal was a constructive effort to seek clarity from the court, noting that the company would say nothing further.

Back in February, EU regulators fined Microsoft for charging software developers what the European Commission (the EU's antitrust authority) deemed to be unreasonable prices for access to information about Windows client and server protocols. Microsoft had modified its licensing terms in October.

Since then, Microsoft has vowed that it would disclose technical information about its high-volume products under its Interoperability Specifications Pledge. As a first step, the company published more than 30,000 pages of documenta-

tion for Windows client and server protocols on the Microsoft Developer Network Web site in January.

The February sanctions stem from the EU's 2004 antitrust ruling against Microsoft, which was upheld in September 2007 by the Court of First Instance. Microsoft was found to have abused its dominant market position by explicitly violating Article 82 of the Treaty establishing the European Community.

Microsoft was initially fined \$613 million in 2004, but the EC was dissatisfied with the company's compliance and levied an additional penalty of \$357 million in July 2006. Microsoft's cumulative fines amount to nearly \$2.3 billion.

"Microsoft's appeal clearly will be running uphill, given the EU's hard line taken in the past on Microsoft's use of its operating system monopoly to leverage other products," said Robert Litan, a senior fellow for economic studies at the Brookings Institution.

A spokesperson for the European Union did not return a request for comment by press time. ■

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# Expression Studio 2 creates challenge to Adobe

BY DAVID WORTHINGTON

The second generation of Microsoft's principal challenge to Adobe's creative tool chain for rich Internet application interface design has hit the

market, but the catch is that it still runs only on Windows.

Expression Studio 2, which became generally available last month, is a suite of design tools geared toward "devsigners"—

designers who can develop their own code. It is also Microsoft's primary tooling for creating Silverlight applications.

The studio is composed of Expression Blend for UI design,

the Expression Design graphics editor, Expression Encoder for video, the Expression Media digital asset management tool, and Expression Web, a WYSIWYG Web site designer that replaced

FrontPage when Expression was first released in December 2006.

The studio works with the latest Microsoft platforms and tooling, including .NET Framework 3.5, Silverlight 1 and Visual Studio 2008. A beta of Expression Blend supports Silverlight 2.

Among the changes in the studio's second take are the inclusion of PHP support and Adobe Photoshop import in Expression Web, as well as Silverlight 1 support in Blend. Expression Media 2 works with Mac OS X and Microsoft Office for Mac 2008.

"Microsoft is looking to break the hold on the creative types that Adobe has with Expression," RedMonk analyst Michael Coté said in an e-mail. However, Coté believes that Expression may also be a defensive move.

"Adobe has ambitions beyond just the RIA-Web market as their Open Screens Project shows—they want to be the UI layer everywhere," Coté explained. "Microsoft needs to protect against that, and while Expression has a long way to go toward replacing the Adobe tool-chain for designers, it's been coming along nicely."

Coté remains concerned that aside from Expression Media, the suite runs only on Windows, leaving some developers out of the Silverlight tool chain. Mac users can run Expression and Visual Studio under Windows using Boot Camp, Parallels or VMware Fusion.

Silverlight application interfaces are designed using Extensible Application Markup Language (XAML), and the text-based XAML may be written using any editor on any operating system.

"Silverlight is going to need not only a cross-platform story when it comes to deployment—that's just the price of admission now—but also for development and design," Coté remarked.

But, instead, Microsoft is heavily promoting Windows as a development platform, and to that end, has launched a software subscription service targeting developers. It began to offer Expression Professional Subscriptions in March. Subscribers receive the latest versions of relevant Microsoft software and have access to a community Web site. ■

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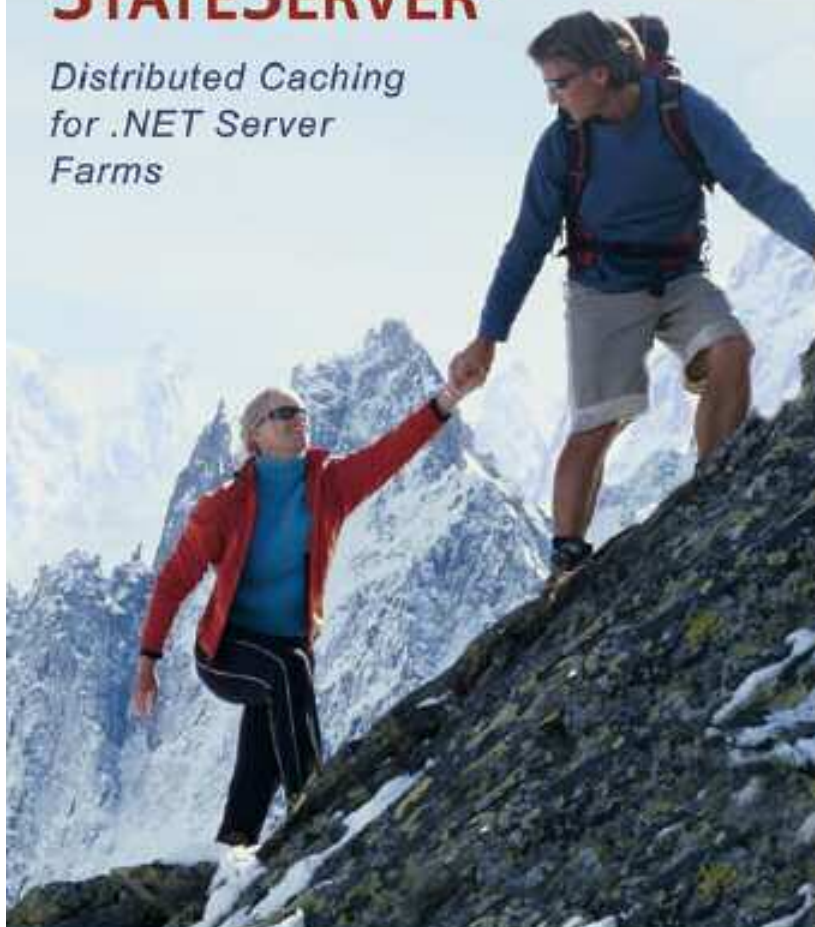
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# Platform runs Java transaction apps with less code

BY ROBERT MULLINS

SAN FRANCISCO — “Extreme transaction processing” sounds like it describes someone running a credit card approval while snowboarding, but it’s the business of Kabira Technologies, which is introducing an approach to running Java applications with less code.

Kabira said at the recent JavaOne 2008 that it is developing a Java development product that can run applications from shared memory faster and more reliably than from disk-based computer systems, when coupled with the Kabira Extreme Processing Platform (KXTP).

Java running atop KXTP already performs some of the major functions of the applications. Because Kabira can run the applications from shared memory in processors, much of the code required to run a traditional Java application isn’t needed, said Paul Sutton, president and CEO of Kabira.

A transaction application, such as recording debits and credits to a checking account, can be written with 87% less code than for a comparable Java application, Sutton said. Fewer lines of code mean a smaller application footprint on the server, fewer servers needed and less energy used, he added.

In one of his examples, 550

lines of code in a Java application were reduced to 30; in another, 20,000 lines became 2,000.

But a smaller footprint can’t compromise reliability. Because the end users of such applica-

tions are financial or telecom companies, including AT&T and Visa, Kabira must deliver 99.999% uptime as transaction volume grows, Sutton said.

“What we are going to be

delivering to the Java community ... is a fully fault-tolerant, fully highly available, productivity-enabled program environment in Java where people can write fully fault-tolerant transactional

systems that work multiple times faster than before,” he said.

Kabira took the opportunity at JavaOne to reach developer, business and analyst communities, Sutton noted. ■

## COMPONENT SUITE UPDATED BY INTERSOFT

BY DAVID WORTHINGTON

Component maker Intersoft Solutions last month shipped an updated version of its WebUI Studio.NET suite.

WebUI Studio.NET 2008 R1 SP1 addresses issues reported after the initial WebUI Studio.NET 2008 R1 release in March and contains assorted new features.

Notable changes are in its WebScheduler.NET component, which now runs on x64 Windows machines; the updated WebGrid.NET Enterprise adds a built-in charting runtime engine. A comprehensive list of changes is available at the Intersoft Web site. Registered customers are eligible to download the service release for free. ■




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# THE SD TIMES 100

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BRIGHTEST IN OUR INDUSTRY



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WITH PJ. CONNOLLY • JEFF FEINMAN • ALEX HANDY • ROBERT MULLINS • DAVID RUBINSTEIN • DAVID WORTHINGTON

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EXECUTIVE PRODUCER ALAN ZEICHICK MANAGING EDITOR GREG LUPION MUSIC BY ADAM LOBELIA



*When the pages of history are rolled on top of one another, and the leaf marked "2007" is long buried beneath the folds, what ink will soak through to the pages beyond? The year that was may be remembered for the assassination of Benazir Bhutto and the final gasps of the housing bubble. Hardly a year of nobility.*

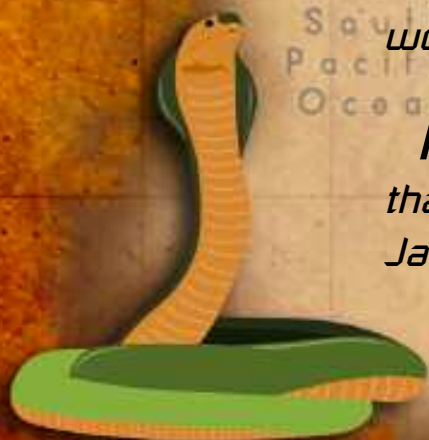
*However, for software developers, progress carried the day. Mobile developers finally understood the potential they held in their hands, thanks to the iPhone and Google's Android specification. BEA and Oracle agreed to make sweet love down by the San Francisco Bay. And GPL began to show its teeth, as the boys behind BusyBox defended their property rights.*

*As for project managers, they pushed forward, with forethought and purpose, into open-source projects, agile practices and distributed application life-cycle management. It was all about collaboration: social modeling, adaptive service-level agreements, dynamic service creation and everything—yes, everything—on the Web.*

*It was a year that went particularly meta. Meta tags were everywhere—on source code, appended to documents, pasted onto media assets and code snippets—all of them slowly funneling into the giant repositories from which enterprises increasingly live. Further meta came at the hands of virtualized test centers and virtualized deployment environments dynamically allocating resources.*

*In a year when most major IDEs saw significant updates, and the Mylyn project brought developers a new way to look at their work, the individual coder was the real winner. And new managerial tools in source code systems and ALM suites made mastering the workflows and individual dynamics of coding teams more manageable.*

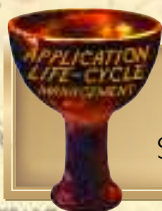
*Here then are the companies, tools and open-source projects that made December 2007 a far more productive time to code than January 2007, as we present our sixth annual SD Times 100. 🐍*





## APPLICATION LIFE-CYCLE MANAGEMENT

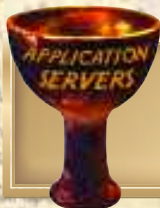
You can't start to build a house without a place to store all the materials. In the real world, you simply throw a tarp over the wooden planks and frames needed, and they'll be safe from the rain while remaining easily accessible. However, for software developers, it's much more complex. Source code management systems have long been the solution to the basic problem of making sure everyone's files are in order and up to date. But the modern problems of deployment and customization long ago mandated something more robust. As such, our finalists offer more than source code management. Indeed, collaborative workflow systems can track all aspects of development, from start to finish.



Atlassian • CollabNet • IBM  
OpenMake • Perforce • Seapine  
Serena • Subversion • WANDisco

## APPLICATION SERVERS

The application server is becoming more versatile every day. On the Java side of the fence, Sun Microsystems hired the folks responsible for bringing Ruby and Python into JREs, quelling many of the complaints Java developers have voiced about the lack of a simple scripting layer on top of Java. BEA spent the year tweaking and tuning its WebLogic application server to run at breakneck speeds. IBM, on the other hand, helped spur interest in open-source communities with its Apache Geronimo-based WebSphere CE. But the air continued to be sucked out of the application server room by Red Hat's trailblazing JBoss Middleware group. And, of course, everyone's favorite feline, Apache Tomcat, remained on top as the most popular Java application server.



Apache • BEA  
IBM • Microsoft  
Red Hat/JBoss • Sun

## COMPONENTS

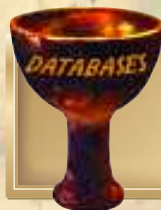
Any developer worth his or her salt knows that it's all been done before. And it's probably already been done better and faster. That's why they use components. After all, building everything from scratch is so 1984. With so many powerful minds concentrating on solving common development problems and making those solutions available, modern developers spend most of their time connecting pipes, rather than designing and manufacturing them. But without great pipes, the guys upstairs can't take their hot showers. Here are the folks who make the best, easiest-to-thread application plumbing.



Component Source • ComponentArt  
ComponentOne • DataDynamics  
DevExpress • Dundas • Farpoint  
Infragistics • N Software • OSGi  
SoftwareFX • SpringSource  
SyncFusion • Telerik

## DATABASES

Data is the lifeblood of applications. For those extra-juicy, information-rich experiences, all that data has to live somewhere. Whether the database is a massive Oracle installation or a tiny MySQL instance, databases are essential to the proper functioning of applications. But they're also more than that. For many businesses, the database is the single most powerful, useful and essential tool for getting things done. Fortunately, databases are also some of the oldest pieces of software out there and, thus, are exceptionally mature. That's why open-source alternatives offered by the likes of Enterprise DB and MySQL are quickly becoming commonplace in the enterprise. Although there will always be room for gigantic Oracle or Sybase systems, those smaller jobs are benefiting from simpler alternatives.



Enterprise DB • IBM  
Microsoft • MySQL • Oracle  
Sybase • Data Direct

## EMBEDDED

Embedded devices are quickly becoming a hotbed for innovation. In fact, there are those who would argue that Web 3.0 would be the mobile revolution. With the iPhone and Google's Android sure to dominate the future of mobile development, software on those devices has forced an evolution. It's no longer enough simply to build a phone-based application; now it must also offer GPS support, iPhone pinch-style zooming and connectivity to a Microsoft Exchange mail server. Thanks to our winners, however, it's easier than ever to treat mobile like it's just another platform, instead of the messy, incongruous ecosystem that it really is.



Microsoft • Nokia  
Quovadx • Sun  
Sybase • Wind River

## IDEs

2007 was a great year for development environments. With a new version of Eclipse arriving in the summer, NetBeans 6.0 hitting the Web during the fall, and IntelliJ IDEA getting a bump to version 7.0 in between, Java users had a lot of things to play with. Of course, Microsoft developers also had new toys: add-ons, plug-ins and time savers brought into VisualStudio. Even the scripting languages got the royal treatment, as IDEs from ActiveState and CodeGear brought innovative development tools to these new languages.



ActiveState • CodeGear  
Eclipse • JetBrains  
Microsoft • Sun



## INFLUENCERS

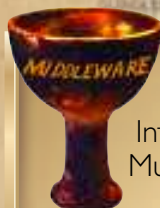
Between the paradigm-shifting iPhone and the unstoppable march of open source, the end user was the biggest winner in 2007. Apple showed us how to make a phone easy to use. Apache stayed on top of its game, continuing to offer enterprise-class server software at a price not even Microsoft could match. The GPL went to war, Oracle snapped up BEA, and Intel turned to face the problems of multi-threaded programming head on. This year's influencers weren't hiding in meeting rooms, licking their wounds. They were out in the field, pushing boundaries and shifting paradigms. While everyone else was following them, they were already around the bend and heading toward the finish line that is true innovation.



Apache Software Foundation  
Apple • Eclipse Foundation  
Free Software Foundation • Google  
IBM • Intel • Linux Foundation  
Microsoft • Oracle • Sun  
Software Freedom Law Center • VMware

## MIDDLEWARE

It's a services-based world; we're all just living in it. SOA has arrived. It's set up camp in your network and has begun to claim victims in the form of those terminal-based applications your users always hated. Now that those services are up and running, the promise of SOA is beginning to come true. But that doesn't mean you don't still need top-flight tools to help design, coordinate and deploy all those delicious consumables. Our finalists provide the best tools and systems for keeping track of all those services, and for pushing the obligation of design into the hands of the business people who can never communicate their needs properly. The best part of SOA is that those business folks get to do it themselves.



BEA  
BPEL4People specifications  
Interware • Lombardi • Mindreef  
Mulesource • Nexaweb Technologies  
Tibco • WebMethods  
WSO2

## MODELING

Model-driven development isn't just a good idea, it's also the foundation of an entire philosophy: that proper requirements-gathering and solid planning can be more powerful than 1,000 terrific coders working for months. With both XML and UML modeling software becoming commonplace in enterprises, it won't be long before many development projects can be bashed out with little more than some colorful diagrams and one of our finalists' top-shelf modeling tools.



Eclipse Modeling Framework  
IBM • MetaCase • Telelogic

## TEST AND Q/A

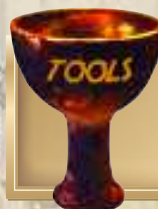
Every year, test and Q/A becomes just a little less people-centric and more automated. Our influencers know this well: They have made their names building batteries of bad inputs, malformed packets and fuzzy logic. This is the only place in software where making errors is the goal. With test software now capable of attacking code from almost any angle, software is becoming more reliable and easier to fix. And thanks to the burgeoning realm of in-IDE testing tools, your coders have no reason not to run their work through a gauntlet before checking it in.



Automated QA • CA • Coverity  
HP • IBM • iTKO  
Klocwork • Mindreef  
Parasoft • Solstice Software

## TOOLS

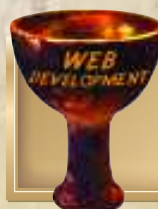
They're the bits and pieces of the daily grind that your coders can't live without. They're the services and software that help to appease your legal department or allow you to run new Ruby code on old Java application servers. They're the tools—and the old saying that a craftsman is only as good as his or her tools applies all the more in this case. With tools like the eponymous Valgrind, even the sloppiest developer can churn out functional and usable code, free of memory leaks and XML errors.



Black Duck • Instantiations  
JRuby • Krugle.net  
LogiXML • Rally • Valgrind

## WEB DEVELOPMENT

Face it, the Web is the future, and the future is now. Great Web development frameworks, once scarcer than hen's teeth, are now so common that many development teams spent most of 2007 debating the merits of various solutions. While those arguments are unwinnable, especially in the face of a die-hard Ruby fan, the real wins are for the developers themselves, who now have the tools they need to quickly, efficiently and safely build Web-based interfaces for enterprise applications.



Adobe • Dojo Foundation  
Eclipse • Google  
Microsoft • Ruby on Rails  
Salesforce • Tibco





# COMPLETE YOUR DATA VISUALIZATION AND REPORTING TOOLBOX

Being a developer is about making things work, pulling together requirements and architecting solutions. This can mean tying components together to access and present data, completing business functions, or integrating disparate systems. For many, creating compelling visual models and engaging reports is a tedious process that only makes the job that much harder. It might not be so bad if end user requirements were static, but unfortunately, that's not always the case. Successful application developers gain that status, in part, because they are able to answer the problem of data presentation and the challenge of changing user requirements.

For more than a decade Business Objects, an SAP company, has been helping developers solve these problems. Now they are making data presentation solutions more accessible by providing one of the world's most popular reporting tools and their latest dashboard technology bundled together at one low price. The Crystal Reports® 2008 Visual Advantage bundle includes: Crystal Reports 2008, a standard reporting solution for many organizations, and Xcelsius® 2008, a leading point and click dashboard tool, at a suggested list price of \$995 USD (a savings of almost \$400).

Xcelsius 2008 is a Flash-based tool that enables developers and users of different skill levels to create rich, engaging dashboards within a point-and-click design environment. With ready to use visual components, gauges and maps developers can quickly create dashboards that combine data from multiple data sources with scenario analysis and what-if modeling. The final dashboard is compiled into an SWF file which can then be called from .NET and Java™ applications or integrated into Microsoft Office, PDF, and corporate portals.

For over 15 years developers have been embedding Crystal Reports into web and windows applications creating highly formatted reports from virtually any data source. Crystal Reports 2008 makes reports easier to consume and generate. With new interactivity features like report reformatting and on-report sorting and filtering, one report can now serve many individuals and answer multiple questions. With the ability to now embed multi-media Flash™ and Flex™, application developers can create mash-ups between Xcelsius and Crystal Reports that make the data more consumable and understandable for the user.

Embedded Xcelsius models can also leverage Crystal Reports data connectivity using the report as a data source and dynamically update the dashboard model. This enables Crystal Reports users to look beyond today's data and analyze what the future could bring.

Find out more about the Crystal Reports 2008 Visual Advantage bundle with Crystal Reports and Xcelsius, at: [www.businessobjects.com/CRvis](http://www.businessobjects.com/CRvis) or call: 1-888-333-6007.



	Crystal Reports	Xcelsius
<b>Crystal Reports and Xcelsius Comparison Table</b>		
<b>Basic Function</b>		
Create dashboards and publish as interactive SWF Flash files		✓
Create relational reports and publish as report RPT files	✓	
<b>Design</b>		
Quickly add visual components to your canvas in drag-n-drop design environment	✓	✓
Display data using rich charts, maps, tables and graphs	✓	✓
Interact with data using what-if analysis and scenario modeling		✓
<b>Data Connectivity</b>		
Access data via ODBC, JDBC, XML, Web Services or native SQL and PC drivers	✓	
Access data via Web Services, XML, Crystal Reports or Excel		✓
<b>Deployment</b>		
Retain formatting when exporting to HTML, Excel, PDF, Word, PPT and more	✓	
Click once to embed interactive Flash dashboards into PDF, Word, PPT		✓
Deploy or distribute with your application to unlimited CPU's and Servers	✓*	✓**
Publish to BusinessObjects™ framework for secure, managed information delivery	✓	✓
Use comprehensive .NET and Java™ SDK's to integrate report engine	✓	
Embed Flash dashboards with runtime control via FlashVars		✓

\* Unlimited internal corporate deployment of Crystal Reports component engines.

\*\* Flash out put with no license restrictions for distribution



## JavaOne 2008

# NetBeans adds PHP support

◀ continued from page 5

tures to add to what will be a NetBeans 6.5 release sometime this summer, said Octavian Tanase, senior director of NetBeans engineering at Sun.

"We believe that the best way to make progress and give people a compelling set of tools and software is being in a conversation," Tanase said.

NetBeans offers support for JavaScript, Ruby, and Ruby on Rails, but PHP has a large following among Web developers.

The editor in NetBeans Early Release for PHP includes features such as prioritized code completion, instant renaming, occurrence marking and dynamic code templates. Beyond the editor, the program also includes debugging support, deployment to a local server and other features aimed at facilitating PHP development and deployment.

Adding PHP support to NetBeans is important, but whether that will boost NetBeans' market penetration versus Eclipse is another matter, said Dana Gardner, principal analyst with Interarbor Solutions, a research and consulting firm.

"What matters even more than the feature function set is the quality and size of the communities," Gardner said. "Because so many aspects of

development have adapted to Eclipse, it's the community that becomes the vital incentive for further contributions to Eclipse."

Dominance in software development communities depends on dominance in software runtime markets in areas such as applica-

tion servers, portal servers or middleware, he continued. Sun's lack of market leadership in those tiers is holding the company back,

Gardner added.

But Sun is confident of NetBeans' growth potential, said Tanase. The active NetBeans user population has jumped about 40% year during the past three-and-a-half years, to 500,000. ■

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## NETBEANS 6.1 SPROUTS

Sun Microsystems announced the general availability of NetBeans 6.1 on May 5. At the same time, it announced still more changes ahead for the Java IDE (available for Java 6.1 unless noted otherwise):

- Support for JRuby and a Ruby platform manager.
- Tighter integration with MySQL database (Sun acquired MySQL in February).
- Browser compatibility feature designed to make it easier to write JavaScript code to run in Mozilla Firefox, Opera, Safari or Windows Internet Explorer.
- Support for IBM's Rational ClearCase version control system.
- Faster startup and code completion than previous versions.
- Early Access for PHP scripting language support, which is popular with Web 2.0-style developers. Not in 6.1, but for a later upgrade.

Source: Sun Microsystems

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## JavaOne 2008

# Sun puts modular components into GlassFish

◀ continued from page 5

After downloading the kernel, GlassFish v3 modules can be downloaded one at a time as

needed, or the 21MB bundle can be downloaded at once, he explained. By comparison, GlassFish v2 is a 61MB bundle and is

downloadable only as a whole.

Sun has identified certain cases among GlassFish users that would determine which

modules they would need to create an application server for their software, said Karen Tegan Padir, Sun's vice president of

software infrastructure. Going forward, as enterprise customers realize the value of GlassFish's modular approach, Padir argued, it will gradually replace legacy applications such as JBoss, BEA's (now part of Oracle) WebLogic and IBM's WebSphere.

"Our customers tell us they want to displace [legacy application servers] over time," Padir said. "So the Sun strategy is to get GlassFish out there, make it easy to download, make it easy for developers to use."

Sun would not give a timetable for GlassFish v3's general availability. ■

## Introducing RadControls for WinForms with unique WPF-like effects.

## JAVAFX EARLY RELEASE SET FOR SUMMER

◀ continued from page 5

though he believes that lately "it is slowly coming back."

Sun declined to comment on Katz's complaint about Swing but underscored Sun's commitment to JavaFX. "A significant percentage of the Java business unit's resources are focused on this initiative," Eric Klein, vice president of Java marketing, wrote in an e-mail.

Moreover, Green, in his keynote, argued that Java is such a ubiquitous presence in computers (800 million), mobile phones (more than 2 billion), Blu-ray Disc players (13 million) and TVs (9 million) that it will have a competitive edge against those other development platforms.

At the end of the keynote, rock legend Neil Young made an appearance, touting an interactive multimedia archive of his 45-year career—music, photos, text and videos—that runs on Java in a Blu-ray Disc player. ■



Motorola's Dino Brusco pushes mobile support for JavaFX.

www.telerik.com

telerik  
deliver more than expected

## Windows Forms



# Intel helps developers write parallel applications

## Threading Building Blocks works with multicore processors

BY ROBERT MULLINS

SAN FRANCISCO — Software developers trying to write applications that are optimized

to run on multiprocessor platforms have a new tool to pull from their toolbox, thanks to last year's decision by Sun

Microsystems to partner with Intel.

Intel announced here last month at the 2008 JavaOne

conference the availability of Threading Building Blocks support for both Solaris and the Sun Studio software tool chain.

Threading Building Blocks is a C++ runtime library that abstracts the low-level threading details necessary for optimal multicore performance, employing common C++ templates and coding style to eliminate tedious threading, according to Intel.

### CURBING HEAT NO MEAN FEAT

Major chip manufacturers, such as Intel and AMD, have introduced multicore processors to increase processing power while controlling chip heat and energy consumption, which has proven to be a limitation of single-core processors.

However, much software is still written for the single-core paradigm, which constrains the capabilities of multicore designs. Intel and AMD both have quad-core processors out in the marketplace, and Intel has an eight-core processor that is in development.

Software developers are trying to introduce parallel computing into software development, but there are challenges, including lack of expertise with parallel computing.

Threading Building Blocks addresses those challenges by requiring fewer lines of code to achieve parallelism than other threading models, Intel said. The library offers what the company described as highly efficient parallel algorithm templates to simplify development.

### MAINTENANCE-FREE CODE

In addition, the applications written using Threading Building Blocks are portable across Linux, Mac OS X and Windows devices. Since the library is scalable, no code maintenance is required as more cores are added to future processors.

Sun Studio offers an integrated tool chain for Solaris and Linux platforms, including parallelizing compilers, thread analysis tools and code debuggers. Threading Building Blocks for Solaris will be included in the OpenSolaris repository in the near future.

Doug Fisher, Intel's vice president and general manager of the software and solutions group, made the announcement during a keynote address at JavaOne. ■

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# HP targets IBM, buys EDS for \$13.9B

◀ continued from page 1

struggled, drawing black eyes from its lackluster performance in projects for the American and British governments, involving the U.S. Navy, U.S. Marine Corps, the Royal Air Force and Her Majesty's Revenue and Customs, the successor to the Inland Revenue.

The HP-EDS proposed deal, expected to close in the second half of the year, would complete what has been a long, strange trip for HP, ending its quest to expand its services business by purchasing an existing brand name.

Under the leadership of Carly Fiorina, HP made a run at the consulting business of PricewaterhouseCoopers in 2000, but stepped aside to deal with its own problems in a process that ended with Fiorina's abrupt departure and replacement by Hurd and former chairman Patricia Dunn in 2005.

IBM later picked up the PricewaterhouseCoopers consulting unit in 2002 for \$3.5 billion. HP's offer would have paid in the neighborhood of \$18 billion.

HP expects to see the deal pay off as early as fiscal year 2009 for non-GAAP earnings, and in fiscal 2010 by GAAP rules, saying in the announce-

ment that "significant synergies" were expected to result from the purchase.

The \$25-per-share offer is a significant boost over EDS's share price, which closed at

\$18.86 on May 2, shortly before the deal was announced.

The move would push HP into second place in IT services revenue. IBM retains its commanding lead in that arena,

having rung up around \$54 billion in fiscal 2007 from its services business; EDS held the No. 2 position, at roughly \$22 billion. HP's services revenue, \$16.6 billion for fiscal 2007, is

therefore expected to more than double after the purchase, with the combined figures for fiscal 2007 totaling \$38 billion. The company employs 210,000 worldwide. ■

## THE PLAYERS

### Hewlett-Packard

Headquarters: Palo Alto, Calif.

Founded: 1939, by William Hewlett and David Packard

Employees: 309,000

2007 revenue: \$104.3 billion

2007 services revenue: \$16 billion

Chairman, president and CEO: Mark Hurd



### Electronic Data Systems

Headquarters: Plano, Texas

Founded: 1962, by H. Ross Perot

Employees: 137,124

2007 revenue: \$22.1 billion

Chairman, president and CEO: Ronald A. Rittenmeyer



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# Here come the VS2008, .NET SP betas

◀ continued from page 1

compatibility issues exist between the service packs and Expression Blend, Silverlight Tools Beta 1 for VS 2008 and the Silverlight 2 Beta 1 SDK.

The changes that Microsoft

considers notable include an improved installer, expanded AJAX capabilities and data scaffolding support in ASP.NET, faster cold start-up times, and performance enhancements for Windows Presentation Founda-

tion that optimize text, graphics, media and data stacks.

Data development tools play heavily in the updates. The .NET Framework service pack adds support for ADO.NET Data Services, which includes

the data model on which Astoria is based. Meanwhile, the Visual Studio 2008 pack adds support for SQL Server 2008, which remains unfinished but is due for release by the end of the year.

Astoria is a new SQL Server

data service for Web applications, which exposes data as a service to be consumed by Representational State Transfer Web clients within corporate networks and across the Internet. It uses the ADO.NET Entity Data Model framework to expose data entities as addressable resources (URIs) to identify what information is available through the service.

URIs can point to a specific entity within a set by addressing the entity key defined in an Astoria service's data model schema and can sort data by its properties when control information is included in the data string.

## NEW SPIN ON DATA ACCESS

Microsoft developed the ADO Entity Data Model to raise the level of abstraction developers have over relational data, and it is a part of the Framework pack.

"With this release [of .NET], Microsoft has really changed the way that data access works," said Rob Helm, director of research at Directions on Microsoft. "Astoria is a big part of that, essentially supporting putting data directly on the Web using the REST paradigm. The other bit is the ADO [entity] framework. It is trying to give developers much higher-level access to data and lets developers create their own API that fits their application."

According to Guthrie, features new to Visual Studio 2008 SP1 include:

- improved performance in the WPF designer;
- new components for Visual Basic and Visual C++ that include the ability to add "XML to Schema" items to Visual Basic projects; and
- a Microsoft Foundation Class-based "ribbon" interface control, as with Office 2007.

Microsoft also allocated resources to update Visual Studio's client-side script tooling and its JavaScript IntelliSense code-completion technology.

Team Foundation Server has received targeted attention to its features, including its build, version control, Visual SourceSafe migration tool and work-item tracking facilities. A complete change log can be found on the MSDN Web site.

"This is more like an interim release in some ways," said Helm. "It has everything [Microsoft] wished they could get into Visual Studio 2008 but didn't." ■

## Real Solutions for Real Challenges

### The Challenge

ProfitBase 2007 empowers information workers with one consolidated view of the information they need for better and faster decisions. The application is built on top of the .NET platform and utilizes Windows Forms on the client side. An ASP.NET web client is also employed for gathering intelligence. In the past year, ProfitBase also decided to use Microsoft Windows Presentation Foundation for many of the more graphical parts, including navigational menus, within the application. The company needed to find a solution to create consistent user experiences across Windows Forms, ASP.NET and WPF.

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# RIM follows Apple in building VC pipeline

## The BlackBerry maker helps launch US\$150 million fund in mobile platform push

BY ROBERT MULLINS

BlackBerry smart phone maker Research In Motion (RIM), seeing the growth potential for applications and services run-

ning on mobile devices, is helping to launch a US\$150 million venture capital fund.

RIM, the Royal Bank of Canada and the information

company Thomson Reuters have created the BlackBerry Partners Fund to invest in companies developing applications and services to run on the

BlackBerry and other mobile platforms.

"Mobile applications and services will propel the industry forward, and the BlackBer-

ry Partners Fund is being formed to help fuel innovation and activity in the mobile ecosystem," Jim Balsillie, co-CEO of RIM, said in a prepared statement.

Investments will be considered in companies developing products and services in lifestyle and personal productivity; location-based services; media and entertainment; mobile commerce; social networking; and vertical and horizontal enterprise applications.

Thomson Reuters is investing in the fund because its clients are businesspeople who need rich software applications and services to receive critical business information on their mobile devices, added Devin Wenig, CEO of the company's markets division. The fund will be co-managed by JLA Ventures and RBC Venture Partners, a division of Royal Bank of Canada.

### IFUND FOR APPLE

The potential of the mobile applications marketplace also drew the interest of the Silicon Valley powerhouse Kleiner Perkins Caufield & Byers. It launched the \$100 million iFund back in March, although the fund is restricted to startups developing applications and services exclusively for Apple's iPhone and iPod Touch products. Both of those products employ a touch-screen user interface.

The iFund is considering investments in companies at any stage of their development whose business is offering location-based services, social networking, mobile commerce, communication or entertainment.

Apple introduced the iPhone as a closed platform in June 2007, for which the only third-party software applications available were ones that could run in the phone's Safari browser. In March, though, Apple released a beta software development kit for creating applications that can run natively on the iPhone and the later-released iPod Touch media player. The kit is expected to be released during the company's Worldwide Developer Conference this month. ■

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# CRM to run as native client on BlackBerry

BY ROBERT MULLINS

SAP executives couldn't stop saying "game-changing" when describing a new partnership with Research In Motion (RIM) to deliver SAP's customer relationship management applications directly to RIM's BlackBerry mobile devices.

SAP's CRM suite will run as a native BlackBerry smartphone client, integrating with BlackBerry e-mail, calendar and address book applications. As a result, mobile workers will be able to receive sales leads, schedule meetings, view purchase orders, share product information and synchronize their mobile devices with their corporate data centers.

The partnership builds on a 2004 deal that brought SAP CRM to the BlackBerry through a browser.

"It's a major win to every mobile professional who works anywhere in the world," said Bill McDermott, CEO of SAP, in a news conference in New York City that was also streamed online.

The offering of other SAP business applications will follow the delivery of CRM on BlackBerry, McDermott added.

"So if . . . you, too, are mobile, you will be able to access your applications on your hip,

on your BlackBerry device. Again, [this is] game-changing," he said.

## WHAT ABOUT THE OUTAGES?

Although BlackBerry devices are popular and enjoy a repu-

tation for being addictive, their luster has been tarnished by network outages, most notably in February this year as well as in April and September of 2007.

At the news conference,

those failures were described as "short duration, regional outages" by Jim Balsillie, co-CEO of Research In Motion, which sells the BlackBerry and operates the network.

RIM has redoubled its effort

to improve network reliability, Balsillie said. "We aspire to perfection but we're not perfect."

Enterprises that run SAP on their IT network can extend the applications to those employees who carry a BlackBerry, with "minimal incremental IT infrastructure" changes, said a joint SAP-RIM news release. ■

## SDK DOES LIVE FACE DETECTION

BY P.J. CONNOLLY

A Lithuanian company has changed its name and rolled out a new version of a software development kit for biometric applications.

Neurotechnology, based in the Lithuanian capital of Vilnius, released the MegaMatcher 2.1 last month. The SDK offers live face detection, improved fault tolerance for clustered deployments, the ability to work with more international standards than before, and Java compatibility that allows the implementation of Internet-based ID systems. MegaMatcher 2.1 works with both Linux and Windows systems.

Prior to the SDK release, the company announced its name change to Neurotechnology, an anglicized version of the company's original name. Founded in 1990, Neurotechnologija shipped its first fingerprint-identification system the following year. ■



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## Introducing Time-lapse View, a productivity feature of Perforce SCM.



Perforce Time-lapse View

Time-lapse View lets developers see every edit ever made to a file in a dynamic, annotated display. At long last, developers can quickly find answers to questions such as: 'Who wrote this code, and when?' and 'What content got changed, and why?'

Time-lapse View features a graphical timeline that visually recreates the evolution of a file, change by change, in one fluid display. Color gradations mark the aging of file contents, and the display's timeline can be configured to show changes by revision number, date, or changeset number.

Time-lapse View is just one of the many productivity tools that come with the Perforce SCM System.



# Platform as a Service enters the pipeline

Google, Amazon, ISVs say they're on-demand platform providers. Should you join 'em?

BY ALEXANDRA WEBER MORALES

**T**ed C. Mesa is not a geek—"you'd need my CIO to give you that answer," he says when pressed about the technical underpinnings of his company's shipping management software-as-a-service—but he knows his business. As president and founder of Point&Ship Software, in Walnut Creek, Calif., Mesa has merged overnight package delivery experience with the advent of Sarbanes-Oxley compliance, formulating a novel Web-based solution.

"In 1997, one of our clients said, 'We want to be a paperless company by 2000.' So we retooled our billing system and added in other carriers. Then, Sarbanes-Oxley kicked into gear, meaning public companies and every private company exceeding US\$40 million in revenue had to validate and categorize all expenses. Thanks to the Enrons and MCIs of the world, shipping has shifted from the mailroom to the boardroom."

Meanwhile, shipping's importance continues to rise. Increasingly, Point&Ship's .NET and SQL Server-based SaaS is interacting with other applications, such as a major retailer's point-of-sale (POS) system. "At the POS, they can literally click on our logo and tell the customer how much shipping will cost. The big-business implication is: It's real-time information, and it's also capturing an expense they don't capture today."

Not only have Mesa's customers embraced the Web as an interactive platform, but also "no one is looking to put in servers anymore; everyone wants on-demand services. Our clients are saying everything is browser-based." According to Mesa, that interest prompts him to consider a new evolution: offering his shipping management service as a programmable platform.

"Platform as a service is the quantum shift we've all been waiting for," Mesa said. "You're nimble, your ROI drops significantly and the impact is immediate."

While companies such as Point&Ship don't make the nightly news, they are vital to a new ecosystem built around PaaS. But how has this evolution emerged?

When it comes to software, the big new thing isn't always so new. In 1961, Turing Award winner John McCarthy predicted utility computing. But nearly 40 years passed before the application service provider (ASP) concept approached viability.

"[The ASP] was a dead end," says Parker Harris, executive vice president and co-founder of San Francisco-based Salesforce.com. "They solved the utility model, but the applications were limited for customization. They put all their intellectual property into worrying about hosted single tenancy, and they didn't have economies of scale."

Meanwhile, the millennial service-oriented architecture craze was pushing standardization. Web services APIs quickly sprouted

**continued on page 40 ►**

*The former editor in chief of Software Development magazine and an award-winning journalist, contributing editor Alexandra Weber Morales writes about technology from the world headquarters of Morales Enterprises in Oakland.*



# On-demand platform providers place

◀ continued from page 39

off most applications, making their data and processes accessible to other entities via the Internet. Presciently, Salesforce.com launched its distinctive "1-800-NO-SOFTWARE" marketing campaign and a customer relationship management SaaS.

Since that watershed, three trends have enabled the leap to PaaS: First, a plethora of providers, from massive to minuscule, have opened SaaS storefronts. Second, a swarm of Web-based challengers to Microsoft's desktop hegemony is beginning to eat into the giant: While OpenOffice.org once attracted ridicule, Google Apps, 30boxes, ThinkFree and Zoho are now among many workable online alternatives to the blue screen of death. Third, consumers and business managers alike are sick of media files clogging their machines and are ready to subscribe to on-demand application services. And Amazon is filling that need by renting out its data centers and offering innovations, such as the Simple Storage Service (S3) and EC2

generic cloud computing.

At this point, it's wise to consider Netscape, LoudCloud and Ning co-founder Marc Andreessen's three-level categorization of PaaS: Level one is the Web services-type "access API," as seen on eBay, PayPal, Flickr and Delicious. Level two is the "plug-in API," which allows outside code to be injected and run on such platforms as Facebook, Firefox and PhotoShop. But the configuration Andreessen says warrants rapt attention is level three's "runtime environment," which embeds developer code in the platform (a la Ning, Salesforce.com, Second Life, Amazon and Google App Engine). This also happens to be the hardest to build from the ground up.

The cacophony around those multiple definitions of platform is causing confusion. But the benefits of level three PaaS are notable. According to Salt Lake City-based Bungee Labs, PaaS attracts:

- end users searching for interactive applications that don't require installs or downloads;
- developers seeking innova-

tion, tested components and seamless collaboration;

- IT managers tired of fretting about infrastructure costs and maintenance; and
- business managers burned by too many software development death marches.

Further, there's an advantage for all players: They can leave the heavy lifting—managing developer tools, collaboration, multi-tenancy, concurrency, scalability, storage, failover and security—to the service provider.

## FORCING THE ISSUE

Few companies have mastered the art of the buzz as well as Salesforce.com has, and that befits a CRM vendor. Is there a sizable steak behind the company's sizzle? The point may have been the subject of punditry, but technology and influence are nearly equally important in the PaaS market.

"People love to say Salesforce is a good marketing machine. I'm not saying they aren't, but the on-demand model that they've attached themselves to is a better one for innovating

quickly," says Narinder Singh, co-founder and chief marketing officer for Appirio, a Silicon Valley maker of several Salesforce/Google Apps mashups (see the Google Apps category at [www.salesforce.com/appexchange](http://www.salesforce.com/appexchange).) "Their product works better, and they innovate faster than anyone else. The rest of the industry has spent the last five years denying that."

Ted Elliott, CEO of JobScience, a San Francisco consultancy and ISV, agrees. "Salesforce can be run entirely by business analysts. We started moving everything that we do to Salesforce: Development, customer service, sales, marketing—whatever you can think of, we're doing it in Salesforce."

Emboldened by the success of his Salesforce-based HR recruiting software, Elliott is not only reselling the Salesforce platform, but he's also adding consultants to his own stable. "There's a tremendous untapped market of those who have purchased Salesforce and don't necessarily have the time or expertise to customize it. Some don't

think three-dimensionally when it comes to business processes."

That's exactly the kind of fervor Harris likes to see in the wake of first-quarter 2008 announcements around Force.com PaaS partnerships with Google, Appirio and others. It's an evolution similar to that of Point&Ship and myriad other ISVs that began with a successful SaaS solution and then found that its clients were doing their own customizations to the product.

According to Salesforce chief marketing officer Clarence So, no stranger to the grand statement, this shift mirrors Microsoft's historic establishment of the Windows platform. While Harris acknowledges that many of the 750 applications currently available on Salesforce's AppExchange marketplace are extensions of the CRM concept, "we are going into a lot of different verticals. More and more people are looking at us as a pure-play platform." One example is Harrogate, U.K.-based Coda, which has used Force to build accounts receivable solutions.

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# Paas in pipeline

premises ISV," said Coda chief executive Jeremy Roche. "Our use of PaaS is to get us into the on-demand marketplace in as painless a way as possible. We didn't want to hand-crank the entire on-demand stack ourselves and build our own multi-tenancy platform. Our time from commitment to writing application code was approximately three weeks. We've been writing finance apps for 30 years—we have the requirements catalog. We didn't have the platform."

The full-featured development environment, with an Eclipse-based IDE for coding in Apex (the Java variant used to program the Force platform), was palatable to Coda's hard-core developers. What's more, there are 41,000 customers on Salesforce.com. "If I want to get to that size in the SaaS market, I need a platform like Salesforce," says Roche.

## PIECES OF THE PUZZLE

True to its customer-focused origins, Salesforce has paid close attention to the details of providing a popular platform that com-

bines reliability, ease-of-use and power. Not sure what to build? Check the IdeaExchange. Not sure how to build it? Check AppExchange for similar processes adapted to different domains. Wondering what tools you need? Look no further than the Force.com IDE, which the company claims is "the world's first integrated development environment for platform-as-a-service," released as a developer preview in January.

Building, deploying and versioning Force.com components all can occur in the Eclipse-based IDE. Visualforce pages (based on Java server faces) can be designed for a completely custom look. Apex classes and triggers can be written with auto-complete tips and debugged via a Test Runner that reports the percentage of code coverage, among other things. The IDE also works with any Eclipse-enabled version control system.

"One interesting aspect that's not often noted about our platform is that we do control the whole life cycle. We can install

continued on page 42 >

## PICK YOUR PAAS STRATEGY

Questions to ask before migrating to an online, on-demand platform

### Whose platform should I choose?

Seek platform expertise that dovetails with your technical, marketing or business goals. "We're all coming at PaaS from different directions: search, storefront, business applications, financial," says Salesforce's Parker Harris.

### Should I build my own platform?

That's the route Progress Software's Colleen Smith advises if you dominate your vertical market. Her company and others provide infrastructure services.

### Will there be vendor lock-in?

Once you make a platform play, there's no point in porting your app around. Look for open, standards-based services, languages and data policies.

### How do I evaluate the technology?

Ask around. You may not need to use all the pieces in a PaaS stack. "You can choose to use Apex or not, depending on the project," says Salesforce consultant Ted Elliott. "It doesn't package well. Then there's straight configuration. Ninety percent of what we do is that, and only 10 percent is Apex."

### Will my data be secure?

Multiple certifications exist to rubber-stamp security and privacy. Most platform providers claim they've designed for faulty hardware so you don't have to. But just one breach or service outage would make a serious dent in consumer confidence with utility computing. Read the newspaper.

### Aren't Web services and SOA good enough?

The latency penalty of non-local data is one reason cloud computing makes sense. "You could code a custom Web service API in Python, and have the app on your own server that calls using standard HTTP. But there are real performance benefits to having it all in one place. You've got a round-trip latency of 200 to 500 milliseconds to get a response. If data is local, it's only 10 or 20 ms."

It's also less work than building a brand-new SOA strategy. "[With PaaS,] I don't have to worry about an enterprise having an SOA gateway that can accept an in-bound request," says Appario's Narinder Singh.

### What will this cost?

Perhaps the least novel aspect of PaaS is the usage-based pricing, a model as dated as the mainframes that charge by it. In addition to per-transaction pricing, there may be up-front fees for licenses, training, maintenance and support. "The difference between Progress and Oracle is that we provide an ISV all the tools free. Once they deploy, they pay a royalty percentage for usage of the application that varies from 5% to 25%," says Smith, depending on the value of the Progress components used.

There are also certification costs for vendors that wish to list their wares on Salesforce's AppExchange. "I have an app on there that I did pay to certify. That is to allow a Salesforce user to link to my on-premises application. The certification is to ensure that it wouldn't break anything on Salesforce.com," explains Coda's Jeremy Roche.

But the broader cloud computing offerings, which have a consumer focus, will likely choose simple annual subscription models. "With Google coming into this market, it's going to put a tremendous downward pressure on the pricing," says Lu Kabir, co-founder of Insights On Demand, a Silicon Valley SaaS provider looking for a PaaS that can provide scalability benefits.

What would Redmond do? In April, Microsoft announced a "software plus services" play with Live Mesh and countered Salesforce's CRM with the contention that Microsoft CRM can easily be customized for other relationship management applications using Windows and SQL. Reaction to those announcements has been muted.

—Alexandra Weber Morales

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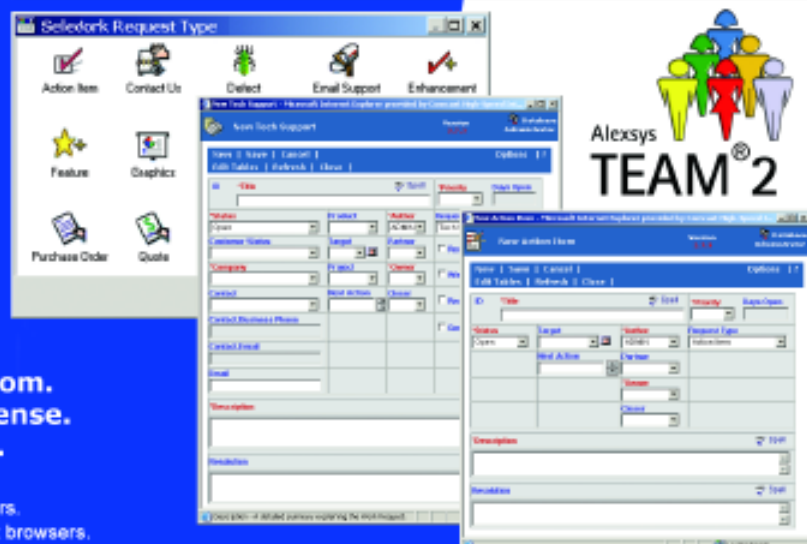
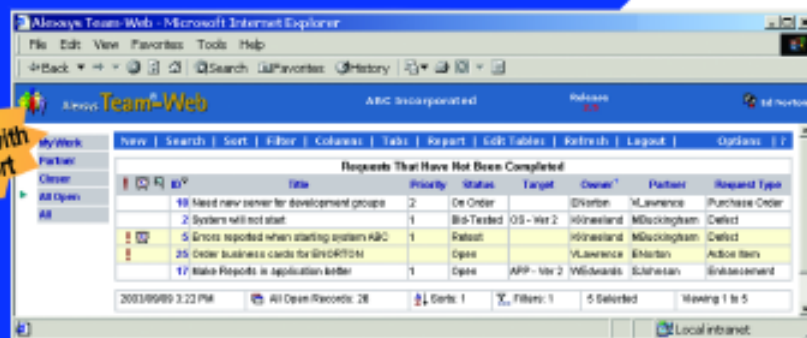
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# Google, Amazon, ISVs, others put PaaS

◀ continued from page 41

best practices, such as over 80% testing coverage. You write unit tests in Apex, and it's the same as using JUnit," says Harris, who notes that Salesforce practices agile development methodolo-

gies internally. "We are opening up an interface to the metadata model, code and workflow. We are also creating data modeling tools for our platform.

"I don't think enough people are putting the Model-View-

Controller framework to use, where Visualforce is the view, Apex is the logic/controller and data modeling is the model. You can build any database-backed business application, whereas in true Web services, you have

very little control over database consistency."

In the software development world, however, some see Salesforce's PaaS play as old school.

"That's really not anything different than Peoplesoft with

Peopletools," says Colleen Smith, vice president of software as a service for Progress Software, in Bedford, Mass. "Every large ERP [enterprise resource planning] vendor provided some kind of application platform. The difference now is that it's a hosted service."

Brought on three years ago to launch the developer tools company's SaaS strategy, Smith helps her largest ISV clients build out their own platforms using Progress OpenEdge. It's important, she said, to look at the client base of the platform vendor.

"Salesforce is based around sales force automation. One of our clients is Datasul, in the ERP market. They used Progress to build out their fleet management SaaS. They also did a small fleet management module with Salesforce, and said, 'This is not really giving us any leads,'" said Smith.

Similarly, Point&Ship's Mesa believes Salesforce's small to medium-sized business clientele isn't in the sweet spot for his product, which targets large enterprises feeling the pain of Sarbanes-Oxley. But Coda's Roche chose Force.com over the competing NetSuite platform for the opposite reason: "NetSuite is a financial application, so in my case all I'd be able to do is extend their financial application," he said. More important to Coda was the opportunity to reach thousands of new customers already on the Force platform.

It's clear that Salesforce is working hard to shed any concerns that CRM is its only strength. "Salesforce's biggest disadvantage today is the word 'sales' in front of 'force,'" jokes JobScience CEO Elliott, who says that word is verboten in hospital settings that might otherwise be virgin territory for Force.com apps.

## GOOGLE'S MAIN MOTIVE

Salesforce's growing pains may have necessitated a broader platform play, but what about the PaaS offerings of such Internet giants as Google and Amazon?

"I'd be curious to know what Amazon's motivation is too," says Tom Stocky, senior product manager for Google App Engine. "In the case of Google, it's because we're looking to move the Web forward as a platform."

Despite Web services and SOA, entrepreneurial developers can be stymied by the high

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# into pipeline

costs of developing Web applications capable of withstanding the scalability demands of success. "Even major companies have had to rearchitect six times in 10 years," Stocky observes.

That's where Google's April preview release of App Engine can help. A tool for running Web applications on Google's infrastructure, the App Engine comes with a local development environment that makes short work of building a Web app. The programmer's completed masterpiece enjoys dynamic Web serving, persistent storage (with the BigTable distributed data store), automatic scaling and load balancing, and a host of Google APIs (for authentication, e-mail, maps, friend relationships and browser widgets).

"The experience for a developer is: They write an app in Python and upload it to our servers. There are limited resources, so they only get 5 million page views per month, as well as hard limits on CPU cycles and storage." Offline processing is not currently allowed. And Google is urging developers to think carefully about scalability. "It's definitely important for developers to profile their apps—see how much CPU does this request take, which pages are having the most errors, which use the most resources. You have to look at the compute relationships between data-store entities. It's certainly possible to write an app that does not scale," Stocky cautions, mentioning concurrency contentions as a common tangle.

## 'NOT A SILVER BULLET'

"With app engine, we tried to solve one part of the problem, which is scalability, but it's not a silver bullet. And we focused on one particular use case: Web apps," Stocky said. Those looking to crunch large computations may be better served elsewhere, he notes, suggesting that developers should evaluate all the available APIs and services before choosing one that makes the most sense.

Despite App Engine's popularity—30,000 developers had signed up at press time, plus a wait list—"we were surprised because a lot of blogs had taken a cynical 'what's the ulterior motive' tack? We have an explicit non-goal of lock-in. We want to make it easy for developers to

get their data and code out."

During the past decade, computer scientists have been hard pressed to name a technology trend as powerful as object-oriented programming or the Web. But the activity around platform

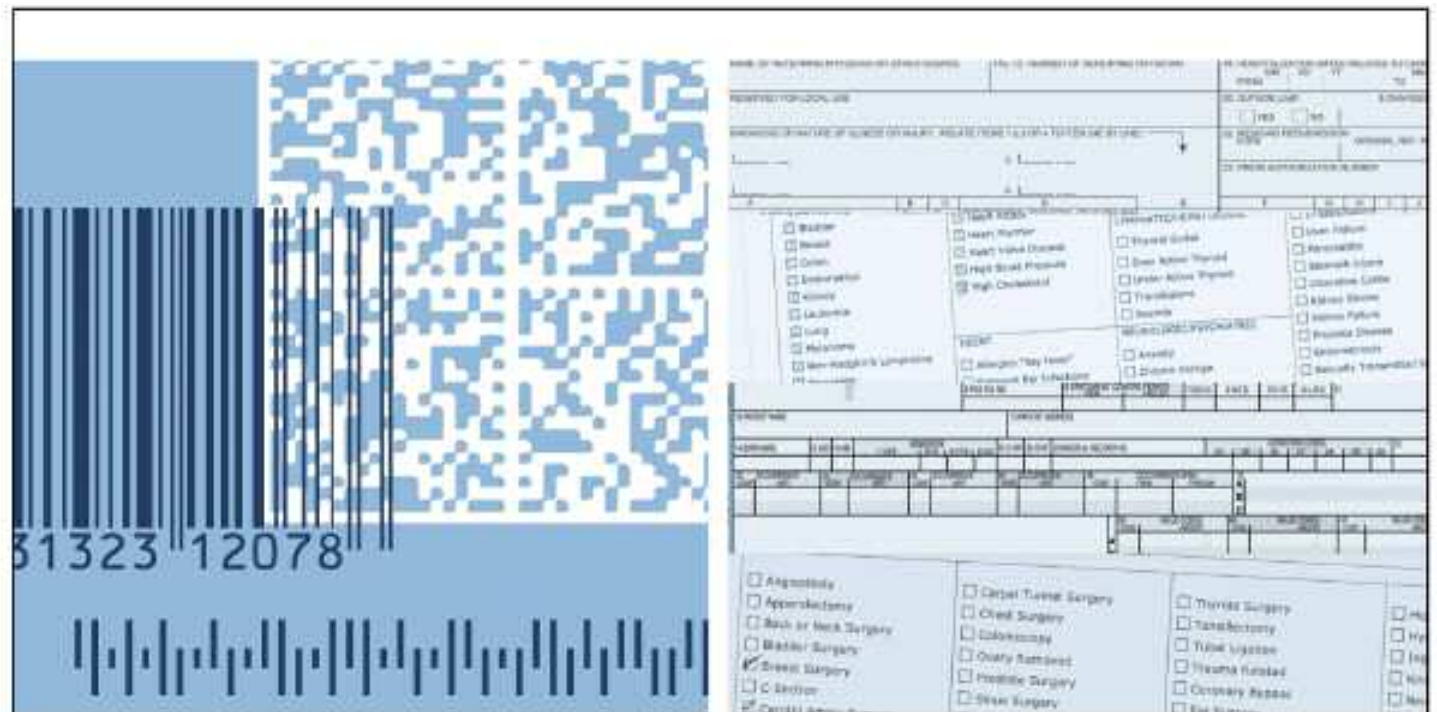
as a service might just be signs of a great shift to the "serverless enterprise" touted by Appirio.

"Our company is almost a decade old, but it looks like PaaS might go faster than that first decade," says Harris. "It takes a while to develop that trust." But the movement marries values of open source and standards-

based collaboration, sparking interest in growing a broad market. "There's not going to be just one platform out there. You're going to see integration not only with Google Apps but with new providers we don't even know about yet," Harris says.

Singh says, "I think we will look back in two years and say

"Wasn't it evident where platform as a service was going?" Google announces App Engine, and it's clear Microsoft must respond. At that point, SAP, IBM and Oracle get in. We'll see this wave of messaging and then development." And, then, perhaps, a clearer definition of the word "platform." ■



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## FROM THE EDITORS

## CodeGear's white knight

It's the best thing that could happen to CodeGear, Borland's developer tools division. The future of the tools business had been in doubt since February 2006, when the company began talking about selling it off. It's been an on-again, off-again transition: Sometimes the tool group was for sale, sometimes it wasn't. Borland's top management changed its mind so often, frankly, that it lost nearly all credibility.

When Borland spun the tools business into a wholly owned subsidiary, CodeGear, in December 2006, many industry observers speculated that Borland was merely preparing it for a sale after all, with advisers at investment firm Bear Stearns reportedly setting a price of US\$150 million. Despite protestations to the contrary, that turned out to be the case, but not in the way Borland had hoped.

What was surprising was the buyer's identity: Embarcadero Technologies. The well-regarded database tool maker had flown under most analysts' radar screens, even after being picked up by Thoma Cressey Equity Partners in 2006. Also surprising was the low sale price: \$23 million.

This sale is good for both CodeGear customers and the industry. Thoma Cressey wants to grow its new developer tools business. That means customers will see investment in evolutionary changes in products such as JBuilder, Delphi and C++Builder, as well as its PHP and Ruby tools. Unlike other potential buyers, Embarcadero has no hidden agenda. Management has little reason to kill profitable product lines or morph the CodeGear offerings into platform-specific tools that turn away loyal customers.

Consider the alternatives. Borland might have held onto CodeGear, making minimal investment while trying to make the numbers look attractive to buyers. The lack of investment and planning would have destroyed the business; at some point, Borland would have just shut it down.

Another alternative would have been the sale of CodeGear to a platform maker, like Oracle, SAP or Sun. Such a company would have little reason to maintain the breadth of CodeGear offerings and would have naturally bent the CodeGear tools to fit a broader platform objective. Given that CodeGear's primary appeal was that it was a pure-play tool maker without platform dependencies, this also would have destroyed its value.

Given the challenges facing CodeGear, we believe that Embarcadero represents the perfect buyer and is in a strong position to maintain the products and serve CodeGear's long-suffering customer base. It's truly the best exit strategy that any of us could have hoped for.

## Raiders of the lost code

When you dig through the SD Times 100, you'll see a lot of names you recognize. We won't ruin the suspense here: Turn to page 25 to see this year's winners. However, as you'd expect, many of the industry leaders and top innovators are household names. It would be surprising if they weren't. After all, consistent leadership and innovation are major reasons that a market leader remains on top.

It wasn't easy to determine the SD Times 100. In early January, the editors of SD Times, as well as our regular contributors and columnists, reviewed the past year's editions to see which companies, organizations and individuals were setting the trends. Who had the ideas? Who brought out products? Who championed issues that advanced the art of software development? Who invented technology that improved applications? Who had impact beyond their own customer base or narrow constituency?

Indeed, it's difficult, particularly when the list of companies is far longer than 100, and the task of whittling it down begins. Passions flare, debates take many hours longer than expected. This year, our debate was unusual, in that we had 2007 editorial staff members who were migrating over to our new Systems Management News publication, as well as newcomers to our process. Together, we discussed, we learned, we studied, we laughed, we argued. Finally, we voted. Now, we present the 2008 SD Times 100. Kudos to the winners. ■

## What if multicore is all wrong?

For the past few years, fellow columnist Larry O'Brien and I have been banging the drum for moving to multithreaded apps on the client. The basic proposition, as we've stated it, is that eventually users will not accept versions of client apps that are slow because of a lack of support for multiple threads. And since every processor on the desktop has multiple cores or equivalent features, there will be no excuse for lazily programming in a single-threaded mode. Larry and I then went in separate directions discussing solutions to making this transition easier, though we have both felt at various times that the OpenMP model was one of the easiest and most effective approaches to desktop threading.

Now that PC vendors ship sub-\$700 quad-core systems, our point should take on greater urgency. However, no one except possibly the two x86 multi-core vendors—Intel and AMD—have the slightest interest in this issue. Chip vendors care deeply about this problem because their road map for the foreseeable future is based on adding even more cores to the processors. So, if developers aren't exploiting the cores and users aren't pushing for them, the demand for chips suddenly could slow down appreciably. Only high-end software would make sense on the new chips. For that reason, Intel, AMD, Sun, IBM and others started funding new research projects to find compelling ways to move developers to the new many-threaded world. (For example, see their initiative at Stanford University: [www.sdtimes.com/content/article.aspx?ArticleID=32123](http://www.sdtimes.com/content/article.aspx?ArticleID=32123).)

But, perhaps instead of trying to force the problem into a specific solution (developer adoption), re-examine the problem itself. What's wrong with a limited number of threads? And is multicore the answer? In a recent interview with Donald Knuth, I asked the wizard the latter question, to which he responded: "I might as well flame a bit about my personal unhappiness with the current trend toward multicore architecture. To me, it looks more or less like the hardware designers have run out of ideas, and they're trying to pass the blame for the future demise of Moore's Law to the software writers by giving us machines that work faster only on a few key benchmarks. ... I've written well over a thousand programs, many of which have substantial size. I can't think of even five of those programs that would have been enhanced noticeably by parallelism or multithreading.

"How many programmers do you know who are enthusiastic about these promised machines of the future? I hear almost nothing but grief from software people, although the hardware folks in our department assure me that I'm wrong.

"I know that important applications for parallelism exist—rendering graphics, breaking codes, scanning images, simulating physical and biological processes, etc. But all these applications require dedicated code and special-purpose techniques, which will need to be changed substantially every few years."

The applications that Knuth points out as suitable for multithreading are for most desktops limited to encoding and decoding graphics, video and audio. And while those apps benefit from multiple cores, it's not clear that they need more than the quad-core machines of today to render all the sound and visual display in real-time.

As for me, I just finished a review of quad-core workstations and found that most apps except true high-end visualization or statistical software were entirely satisfied with four cores. And my perception was that even at two cores, most apps would have run only slightly more slowly. So, who but a few high-end users need more? And, with each core screaming through 3 billion instructions per second and being fed by chip caches that scale up to 12MB, is there a need to rewrite single-threaded software for multiple threads? The answer is probably no. Sure, things will be faster with multithreading, and where task decomposition can be done easily, it should be included. But it is unclear whether that benefit suggests a larger embrace of multithreading.

In retrospect, I am surprised that the major chip companies have done so little to spur the adoption of multicore processors. I can remember the Intel Inside, the Intel bunnies and the Blue Man Group as promotions for various Intel architectures. But for multiple cores, I can recall no such campaign. So, I slowly conclude that if there is no pull by the market, then no push on developers will work because all solutions currently add complexity. And until either user satisfaction changes or multithreading becomes easier, I don't see how pushing developers to the new threading model makes sense for the client. ■

Andrew Binstock is the principal analyst at Pacific Data Works. Read his blog at [binstock.blogspot.com](http://binstock.blogspot.com).

## Integration Watch





# The software-enabled business

Marc Benioff, CEO of Salesforce.com, got it only partly right when he proclaimed the "end of software." Clearly, software as a service is having a huge impact on the traditional software company. Yes, the old construct of license sales is being challenged; companies are seeing the value in maintenance contracts, and the upgrade and implementation costs are skyrocketing. In general, costs are rising, and value is declining—two unfavorable trends.

Indeed, there is a move afoot in the industry, but it's not simply a change in the way that companies procure software. The bigger trend is the increasing overlap between "software" and other products and services. Companies that you'd never think were in the software business are in it in a big way. News Corp's acquisition of YouTube is an example. And half the companies are more worried about competing with Google than with their traditional competitors.

## NEW BUZZWORD: SWEB

So it's not the end; it's the pervasiveness of software that is the trend. Software is becoming more important than ever in delivering all manner of products and services. In short, it's the rise of the software-enabled business (SWEB).

What exactly is a SWEB? It's a new term for companies that don't sell software in the traditional manner that an ISV does, but it still remains core to generating revenue from products and services. The software may be monetized by charging per transaction (e.g., Amazon, eBay BestBuy), through a subscription fee (Salesforce.com), via an advertising supported model (Google) or as a simple enabler of the business (e.g., a mobile banking platform) where revenues are not directly tied to usage. Rather, those rev-

enues are part of enhancing the service delivery or improving customer acquisition/retention strategies (Charles Schwab, Bank of America, E-Trade).

You may put some of those companies into the SaaS category. But, as I heard recently, that may be the worst acronym the software industry ever created, because it keeps people thinking about software only. The truth is that software may be just a delivery mechanism, not a market. SWEB may be no better as an acronym, but it applies to a broader set of businesses. Many companies now think they compete against Google, and they never have and may not today consider themselves a software company. But if they don't start operating more like one, it could be their downfall.

SWEB solutions are composed of three core components: commercial-grade products, operations and continuity of operations (COOP). Besides creating and maintaining effective products, software-enabled businesses need efficient operations to realize the value of the development investment. These companies are looking to efficiently operate the software they build, essentially "eating their own dog food." It is not enough for developers to produce a product with good-enough features along with acceptable performance, scalability and reliability. The product also must work within the defined business parameters of the company, designed for operability. This is a huge difference between developing software for an ISV and doing it for a SWEB.

But it is in the continuity of operations that real differences emerge between independent software vendors and software-enabled businesses. COOP is concerned with making sure essential business functions are per-

formed in the face of catastrophic events. This function is actually dual: Prevent disruptions and respond to them when they occur.

On a COOP team, "recovery time objective" and "recovery point objective" are commonplace. But COOP involves more than just cobbling together pieces of a disaster-recovery solution. It affects the very fabric of how the product is created. Capabilities like disk-to-disk-to-disk replication and synchronous/asynchronous replications are enablers that mitigate the disruptive impact of a disaster. From a product development perspective, it is not enough to design around features or technical concepts. One must also design for COOP and to implement the design.

The SWEB business is also different in execution. In traditional ISV operations, development operates incrementally to get the product right, while SWEB needs to execute so the product is never wrong. In today's market, it is acceptable to release products that are both incomplete and with known types of bugs (none critical). Industry has developed a whole maintenance and sustenance program around the firm knowledge that the product will need to be fixed and improved over time after it has been released. However, when the revenue of your company flows directly through the operational product you built, this traditional point of view can be devastating.

So the SWEB is a pretty unusual, but nevertheless emerging, market; it not only needs to have the capabilities to produce great products on time and within budget, but also the additional capacity that enables the same organization to effectively use those products without fear of disruption. For most ISVs, this could mean more than 2.5 to 5 times the revenue for every dollar generated through traditional software sales. Something to think about, don't you think? ■

*Jerry Smith is CTO of Symphony Services, which offers outsourced software engineering services.*

Jerry Smith



Guest View

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## On which Web application servers can you rely?

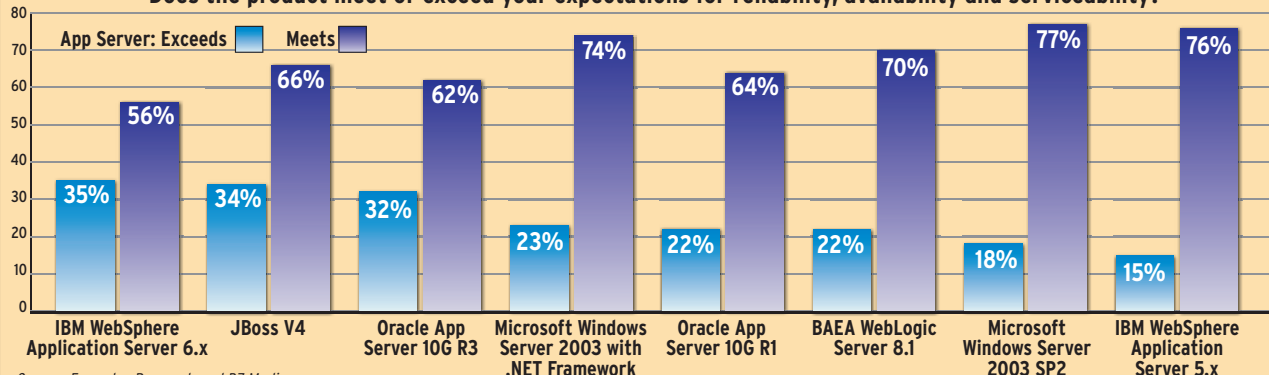
New product releases show steady improvement in quality, revealed a joint study on application server reliability and quality by Forrester Research and SD Times. As expected, there was little perceived difference in scalability and reliability between large and small companies, and most vendors met customer expectations, the survey found.

Conducted this year, the study also showed that when developers

think about problems that hurt application server reliability, availability and scalability, they think of bugs. But, in the field, configuration errors are more numerous than bugs are.

Finally, the results showed that, contrary to the conventional wisdom that Microsoft is best at smaller workloads and departmental apps, Windows Server 2003 SP2 and the .NET Framework did well in large enterprises.

### Does the product meet or exceed your expectations for reliability, availability and serviceability?



Source: Forrester Research and BZ Media





# A Solid Foundation

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# Ozzie's 'Internet Tidal Wave' leaves a mesh

In May 1995, Bill Gates wrote a memo called "The Internet Tidal Wave." In the next six months, Netscape went public, Windows 95 shipped with the anemic Internet Explorer 1.0 and Microsoft developed and shipped IE 2.0. Shortly thereafter, Microsoft made its plans public, declaring, "The sleeping giant has awakened."

It was one of the most impressive chapters in Microsoft's history. Unlike IBM in the 1980s, the Microsoft of the 1990s was able to adapt virtually its entire product line to a disruptive technology. Redmond may have gone too far with the business practices it used against Netscape and others and was too slow to recognize that the "active content" capabilities of Office documents and ActiveX created unacceptable security risks. But, within a year of that memo, Microsoft had gone from an Internet also-ran to a Web front-runner.

Thirteen years later, Microsoft is again seen as an also-ran with the disruptive technologies of cloud-based computing. Everyone loves a startup—and the fad is to fawn over every company that creates a Web page or two of functionality backed by a per-user database with "add a friend" functionality. But even as far as big companies go, Amazon, Yahoo and especially Google are viewed as culturally attuned to the idea of developing not just "for," but also "in" and "of" the Web. Microsoft, in this view, is a sclerotic dinosaur, burdened with franchises that just don't get it—"Overwhelming market share? Ewww."

Live Mesh is the name of Microsoft's cloud-based platform, and its announcement appears to be Ray Ozzie's "Internet Tidal Wave." Given the scope of Live Mesh, it had a curiously low-key launch, and that was seized on by naysayers as evidence that it is fragmentary and unloved. Certainly, there's reason for caution. In the past decade, Microsoft has perfected the art of grandiose names (at least it's not "Windows .NET Live Mesh Foundation") and has seemingly concluded that the denser the blocks in a diagram, the more weight the architecture can bear. The Live Mesh architecture diagram consists of 12 named bricks, four fence pickets resting in serving trays held together by a vertical tongue depressor and seven bricks that appear as unnamed drop shadows. All of that leads to the distinct possibility that Live Mesh is like an elephant being described by blind men.

But if there's substance to those components, Live Mesh is a full-court press against other cloud platforms, such as

Google App Engine. The tricky thing about the cloud is that you don't need APIs with huge numbers of methods or classes to achieve significant results. The success of REST-ful APIs and mashup development approaches has demonstrated the value of a small set of functions backed by a complex service; consider how adding mapping to a Web-based application has become just a few lines of JavaScript. For a cloud platform to succeed, it must expose in a similarly simple manner the complex services of identity, storage and synchronization. The Live Mesh architecture diagram does not reassure on those counts.

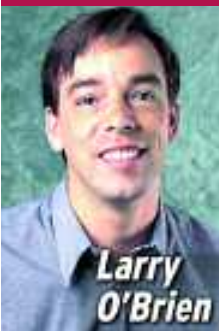
As I've said, some think that Microsoft muddled the Live Mesh announcement, but I take encouragement from its modesty, which seems a hallmark of Ray Ozzie. If the ship of Microsoft is to execute a similarly dazzling course change again, Ozzie had best be at the helm. As chief software architect, he inherited the title under which Bill Gates had operated, but Ozzie's two-year tenure has been conspicuous in its quietude. No one will ever possess Gates' utter authority, but Ozzie has the technical chops and business experience to tackle the Live Mesh challenge. Lotus Notes and Groove, Ozzie's route to his position, show both the potential and drawback of synchronization based on Microsoft's technology.

Notes and Groove were ahead of the curve in understanding "occasionally connected computing" and the centrality of synchronization and collaboration. Moreover, they were notoriously resource-intensive compared with their not-quite-as-complete competitors. Live Mesh takes the concept of "occasional connection" to the next level, with the idea that you will connect to your data using a "mesh" of devices (e.g., desktop, laptop and phone). For Microsoft to succeed, it must evolve some technologies; use (without subverting) Internet standards; and, most difficult of all, exclude some entrenched Microsoft technologies, such as ActiveSync. And that's the best reason not to buy a Windows Mobile phone or PDA.

Right now, the ease of synchronizing an iPod, an iPhone and iTunes is probably the best demonstration of what a "mesh" of devices and applications ought to be like. So, add Apple to the list of companies that Microsoft must outdo if things aren't to get—oh, I can't help it—terribly mesh-y. ■

Larry O'Brien is a technology consultant, analyst and writer. Read his blog at [www.knowing.net](http://www.knowing.net).

## Windows & .NET Watch

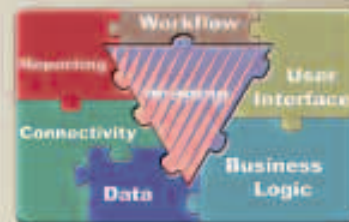


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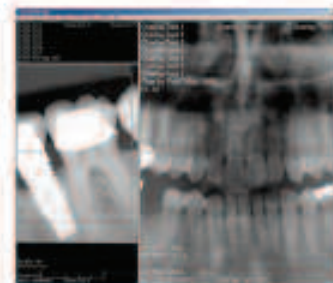
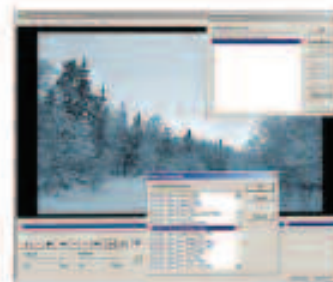
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# Why traditional enterprise architecture is failing

It's an old argument for me. I mean, why toss good money after bad if you're not getting the results?

Truth be told, most organizations are not spending that much on enterprise architecture. Indeed, for most of the Global 2000 there is a lone architect with a couple of staffers, but no budgetary or referential authority. Thus, no results. You can't "influence" your way to success; you must have some kind of hammer to drop on somebody's head if he doesn't follow core architectural principles. In the world of enterprise architecture, it's called governance (a bit different than SOA governance, by the way). Thus, there are groups of people drawing nice paychecks that don't add value to IT, or to the business, and don't have to deliver tangible results. Good work if you can get it.

In thinking around this problem, if this is the case and the value is not there, why continue to invest? Most will counter that somebody needs to think about common IT strategy and link the business to technology. But that's not happening, so why pay for it? I'm for architecture, but not if it's poorly done or managed. In my mind, that actually makes things worse.

This is not pushing back at the archi-

tecs in general, by the way. I don't think it's their issue that they are not granted the authority to have a bigger impact on the business. It's an issue with our focus on short-term tactical IT projects, which get us into trouble in the long run (layered complexity), compared with longer-term strategic thinking that will save time and money. The former is easier to argue for, especially when times are tight. You'll hear, "We'll get to that later." You know what? They never do.

So, I say, if your enterprise architecture efforts are not effective, don't keep investing in them. That is, until you get serious about doing architecture and are willing to measure carefully the value to the business. Heaven help us if we start attaching value to strategic IT, and then adjust investment according to the value that the effort brings to the business. In the world of enterprise architecture, a minimum investment is useless or counterproductive. However, a reasonable investment in good people, processes and discipline can bring back 10 or 20 times the investment in architecture. But the company must be willing to take a long-term strategic approach and stick

with the effort. That's the hard part.

This goes well beyond the value of SOA, or the core management notion of driving change for the better. SOA is a mere architectural pattern, and while it's a good approach to architecture, it can't save the day if people and processes within an organization have already broken down. However, SOA brings more challenges because it requires a systemic change in the way IT works. And that means you are going to hit many political roadblocks that are difficult to circumvent if you don't have the power required. As was stated in a recent Burton Group study, this is why many SOA projects fail: not because of the technology, but because of the three p's—people, process and politics.

Keep in mind that enterprise SOA projects are still progressing. However, using Web-born resources—such as on-demand Web services, SaaS and on-demand tools like Google's new App Engine—is creating more of a grass roots movement toward SOA and Web-oriented architecture, or WOA (which I covered in my previous column). This movement is going from the developers

to the architects, not from the architects to the developers. The former is much faster.

The same pattern was seen with the rise of SaaS. Salesforce.com did not sell to IT. IT would block any attempt to leverage remotely hosted applications. Instead it sold to those who had the pain and needed a quick and easy solution, and SaaS met that need nicely. Thus, many may fix their enterprise architecture issues by outsourcing the entire enterprise architecture effort to resources that are emerging on the Web, such as services-on-demand, platform as a service and cloud computing. It seems to be the clear trend today.

I suspect that this column will get passed around the organization and that the same points I'm making here have been made many times before, in many organizations that are not getting the value from enterprise architecture efforts. Perhaps it's time to send a message: Pull the plug. At least that would drive some change, spending less money to get no results.

Or, perhaps this will be a wake-up call for those who are driving enterprise IT to start thinking strategically about enterprise architecture. I've run the numbers, and the value is there.

*David S. Linthicum is a managing partner at ZapThink. Reach him at david@zapthink.com.*

## SOA Watch



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## SHORT TAKES

**BIG BLUE'S BIGGEST WEAPON** has long been its services arm. As the saying goes, when you buy enterprise "solutions" from IBM, the bulk of the sale is the van full of services folks with packed suitcases, ready to move into your office for good. It's a simple, yet Faustian, bargain: You give them all your money, and they take care of everything. Forever.

IBM Global Services differentiates IBM from, say, Microsoft, which sells its software through the channel, leaving the lucrative services business for partners. In a few cases, as with its Avenade joint venture with Accenture, Microsoft does capture some services revenue, but otherwise, Microsoft doesn't play in that world.

Hewlett-Packard is another Big Blue competitor that just doesn't measure up when it comes to services and service revenue. Eight years ago, HP almost bought PricewaterhouseCoopers, but pulled back from the deal. Instead, IBM snapped up PwC a couple of years later, for a lot less dough.

Now, apparently, HP is ready to try again by purchasing Electronic Data Systems for almost US\$14 billion. The day before the sale was announced, EDS' shares soared 28% on the news, while HP's fell by 5%. The next day, HP lost another 5% and change, which is hardly a vote of confidence.

To me, this doesn't seem like a good deal. But then again, I'm skeptical about HP's ability to take full advantage of its large acquisitions. HP never achieved the value it could have from the Compaq fiasco, and the jury is still out as to whether HP and Mercury Interactive are better off as a single company. Certainly, Mercury's competitors remain delighted with the acquisition—and the amount of business they picked up because of it.

— Alan Zeichick

**ONE MIGHT SAY** that I have a date coming up with a college sweetheart. None of that long-lost stuff, either: We're still a going thing, even as other friends have died or moved to the suburbs.

The funny thing is that I'm not the jealous type, even if my old flame is more popular than ever. It's kind of cool to know that millions have joined me in what seemed for years a solitary love. Even my mom's caught the fever, after wondering for almost a quarter-century what on earth I was blathering about.

That giddiness is the best way to describe my mood, ever since I heard that Apple's annual developer conference in San Francisco has sold out for the first time ever. (Crowds or not, it's an easy conference for the press to cover, since Apple doesn't let us do much more than attend the keynote.) Of course, every year has its pre-show rumors, but the iPhone 2.0 frenzy has even this jaded, cynical geezer waiting with more than the usual interest.

Since it looks like I'm going to get more than promises on this date, that shouldn't be a surprise. If you see me in line at the Starbucks next door, don't be surprised if I'm grinning.

— P.J. Connolly

**POINTLESS ANNOYANCES** are unwelcome. Take notes, Adobe Systems. While the nice folks at Adobe's PR operation are responsive, and well, nice... they have the bad habit of sending me press releases in PDF format with rights management enabled.

Here's the problem: The environmentalist in me weeps, but I like to print out a release and highlight pertinent passages as I read through it. (On the other hand, I don't drive, and try to avoid adding to the carbon footprint

inherent in the American lifestyle.) The rights management in Adobe's latest announcement would not let me print it.

My solution: Copying and pasting the text into a Word document. Then I printed it, in a small victory for the forces of fair use, but one that left me asking what the point of the rights management was in the first place.

— David Worthington

**WITH APPLE'S** developer conference approaching, I have to consider my own biases. My skepticism about the company was formed by such experiences as the time I was photographing an Apple employee demonstrating the iPhone at Macworld Expo 2007. I asked his name for the caption, and he told me, "You'll have to talk to someone in media relations." Irritated by the Kool-Aid drinking, "You-had-me-at-\$3,000-laptop" Macolytes cheering every word of Steve Jobs' keynote address (and far too much cheering from the press section), I decided I would permanently opt out of the Mac economy.

This lasted over a year, until, while minding my own business at this year's JavaOne, I won an iPod Nano. To avoid embarrassing my hosts, I graciously accepted the gift of my first-ever Apple product and accepted that my life would change. Since then, iTunes has vacuumed up every song on my PC and squeezed them into the Nano, a device so tiny that

it could be subdermally implanted to play music directly into my brain. Okay, okay, it's beautiful, elegant and simple. Damn you, Steve Jobs! Does your Kool-Aid come in any other flavors?

— Robert Mullins



## EVENTS CALENDAR

**IBM Rational Software Development Conference** June 1-5

Orlando, Fla.  
IBM RATIONAL  
www-306.ibm.com/software/rational/events/rsdc2008

**TechEd 2008 Developers** June 3-6

Orlando, Fla.  
MICROSOFT  
www.microsoft.com/events/teched2008/developer

**Apple Worldwide Developer Conference** June 9-13

San Francisco  
APPLE  
www.developer.apple.com/wwdc

**TechEd 2008 IT Professionals** June 10-13

Orlando, Fla.  
MICROSOFT  
www.microsoft.com/events/teched2007/itpro

**eBay Developers Conference** June 16-18

Chicago  
EBAY  
pages.ebay.com/devcon

**USENIX 2008** June 22-27

Boston  
USENIX  
www.usenix.org/events/usenix08

**Software Industry Conference** July 17-19

Boston  
SHAREWARE INDUSTRY AWARDS FOUNDATION  
www.sic.org

**Open Source Convention** July 21-25

Portland, Oregon  
O'REILLY MEDIA  
www.conferences.oreilly.com/oscon

**Entity Data Management** July 22-23

New York  
FIMA  
www.wbresearch.com/fimaedm

**LinuxWorld Conference & Expo** August 4-7

San Francisco  
IDG WORLD EXPO  
www.linuxworldexpo.com/live/12

**Agile 2008** August 4-8

Toronto  
AGILE ALLIANCE  
agile2008.org

**ESRI International User Conference** August 4-8

San Diego  
ESRI  
www.esri.com/events/uc/index.html

**SHARE 2008** August 10-15

San Jose  
SHARE  
www.share.org

**Software Test & Performance Conference** September 24-26

Boston  
BZ MEDIA  
www.stpcon.com

**EclipseWorld 2008** October 28-30

Reston, Va.  
BZ MEDIA  
www.eclipseworld.net

For a more complete calendar of U.S. software development events, see [www.bzmedia.com/calendar](http://www.bzmedia.com/calendar).

Information is subject to change. Send news about upcoming events to [events@bzmedia.com](mailto:events@bzmedia.com).

## BUSINESS BRIEFS

**Oracle** has announced a deal to acquire **AdminServer**, whose software manages life insurance and annuity programs for insurance carriers. Details of the agreement were not disclosed. The AdminServer product lines will complement Oracle's insurance management software offerings, including Oracle Billing, Siebel Claims and Siebel CRM for Insurance. Oracle counts more than 1,000 insurers, including the top 20 global insurers in size, as its customers . . .

**Adobe** will purchase new facilities in Massachusetts, including the 108,500-square-foot Overlook Center for employee housing and a parking facility. The company is expected to spend US\$44.7 million, and the deal will likely close by May 2009. Adobe said it will pursue Leadership in Energy and Environmental Design for the buildings . . . Mobile telecommunications provider **Vodafone** will acquire **ZYB**, a Danish company that has developed a social networking and online management product for backing up information online. The US\$50 million acquisition will advance Vodafone's Total Communications Strategy around fixed broadband, mobile advertising and Internet services, the company said. ZYB will

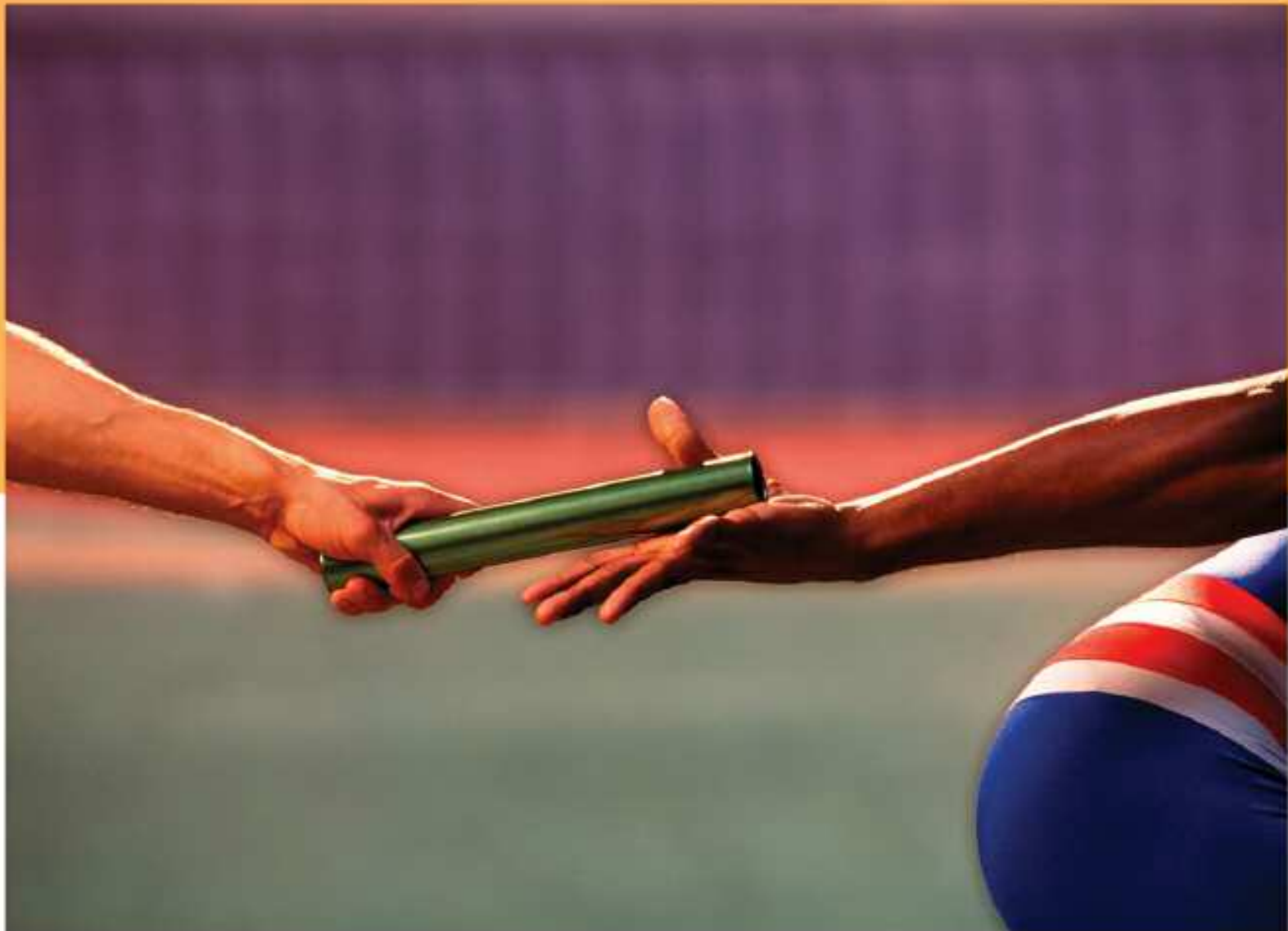
remain in Denmark after the acquisition and be folded into Vodafone's Internet Services Division.

**EARNINGS:** Compuware announced 2008 fiscal-year results, for the period ending March 31. Revenue totaled US\$1.23 billion, up slightly from \$1.21 billion for the previous fiscal year. Net income rose to \$164.6 million from \$158.1 million in fiscal 2007 . . . VMware posted 2008 first-quarter revenue of US\$438 million, a 69% jump from the year-ago quarter. Operating income was \$48 million, up from \$46 million for the year-ago quarter, while net income increased to \$43 million from \$41 million the year before. VMware said that software license revenue grew by 73% from the year-ago quarter, to \$294 million . . . BMC Software said that its fiscal 2008 fourth-quarter revenue of US\$1.73 billion marked an all-time high for the company and represented a 10 percent jump from the year-earlier quarter. Cash flow from operations totaled \$594 million, while fiscal 2008 fourth-quarter net earnings, based on GAAP, totaled \$97 million. ■



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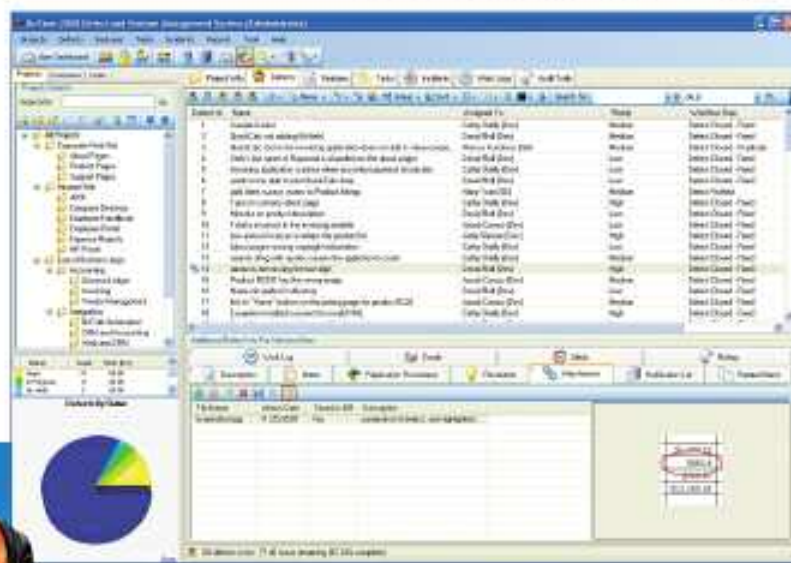


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